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Leadership training analysed

Offices that make the grade

Exploring the incongruities of Yugoslavian industry

The digital angle on human relations

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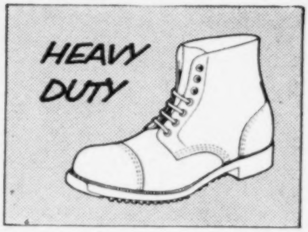

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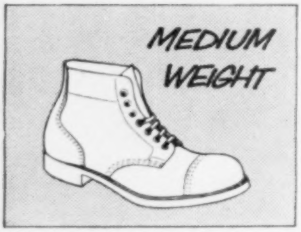
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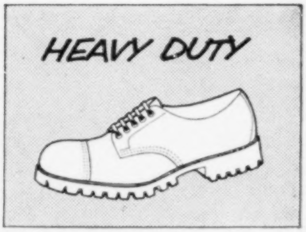

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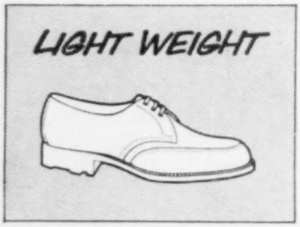
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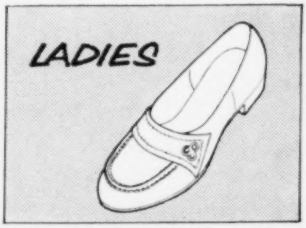

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Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

October 1960

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For further
Personnel Appointments
see also **Page 4**

news and comment

by Colin Balfour

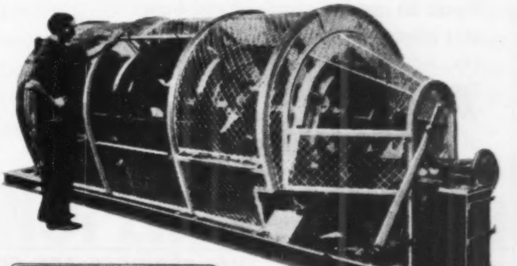
I WAS hoping that the National Union of Manufacturers might produce a document displaying more originality and purpose than their long-awaited 'British Charter of Industrial Relations'. To Sir William Robson Brown and his charter-committee, all I can say is that their brain-child seems stillborn.

Full employment and rising standards of living depend, says Sir William, on—and mark this Utopian phrase—industrial peace. His committee offer 16 principles "to unite all concerned in industry into a working partnership, based on mutual confidence and with a common interest". Each proposal is unexceptionable and trite and, in case I may appear to be cynical, I must point out that ideals can be debased into dreams: indirectly, the charter is an affront to every specialist in industrial relations in this country.

To begin with, the NUM are convinced that their charter is a novelty. This is quite inaccurate as there are numerous examples—from the encyclical *Rerum Novarum* of 1891 to the Pressed Steel Company's charter agreed with union representatives at Gloucester in 1958—which show how this body is out of touch with industrial affairs. Commonplaces I can tolerate, but preaching nothing more specific than conscientiousness on all sides, the NUM proposals resemble closely a slice of Moral Rearmament.

Sir William should not expect the Minister of Labour to heed his optimistic remarks because they do not speak the same language: basic terms such as 'conciliation' and 'arbitration' have special meaning for the NUM. And if there's one thing the trade-union leaders know, like the scientific managers, it is their 'language'. So, where can the NUM turn? They could begin revising their charter by trying to fit any one of their suggestions to a live situation in industry; and then urge the 5,000 NUM members to do some more thinking on new lines. In any case, they could stop wishing to go back to the beginning, and make a constructive move to modify and thereby improve just one existing practice or system.

SAFETY officers have roughly eight months before RoSPA's 1961 Conference to check the thesis of the Chief Inspector of Factories, Mr. T. W. McCullough, that the disturbing increase in accidents to young people—from 9,838 in 1959 to 11,001 last year—may have resulted from the spurt in production after a recession, causing accelerated movements of men and materials. I could not number, not on my hands and toes, the safety planners who have told me that youngsters absorb safety propaganda swiftly—it's the oldsters who are the main trouble. Or is this welcome



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Everybody understands why dangerous animals have to be kept behind bars, and so instances of people being injured by caged wild animals are fortunately rare.
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by

Colin

Balfour

news and comment

susceptibility to persuasion cancelled out by the clumsiness and inexperience of teenagers unfamiliar with industrial conditions? In fact, how safe is the Bulge?

CURRIED prawns, mushroom vol-au-vent and fricassée of chicken are regular items on canteen menus, according to the seventh annual canteen survey conducted by the Industrial Welfare Society. These dishes suggest that 'everything that's cheap and chips' is out, and that a degree of sophistication is beginning to enter industrial catering.

Without actually forecasting a major division of services, I can visualize in the years ahead that more standard meals and snacks of good quality will be provided by an automatic vending service, so that wherever canteen staff are employed, they would be encouraged and free to introduce more adventurous menus. Then, the tyranny of that great neutralizer, the ubiquitous sauce-bottle, would be at an end.

DEATH of a dichotomy? Would it be too much to hope that the Industrial Training Council's booklet—*Training Boys in Industry—the non-apprentice*—will stop people thinking that only apprentices have blue eyes? With all the agonies that have been caused by loose language, the lazy mind being content with simplifications such as management and labour, we need some philosopher in industry to propagate Aristotle's notion that 'the way of opposites is one'.

You could easily divide the sheep from the goats (the black sheep, in any case) in the field of industrial relations if you compare two current viewpoints. There are the Robens-minded who declare that men of sense realize that there are no longer two sides in industry; and we have the Foulkes-fantasy that the main concern of unions "should be to negotiate with their common opponents—the employers".

GROWING used to the idea of firms sacking hundreds of workers with 24 hours' notice (to strike a tough attitude and put pressure on the Government to change its financial policy), I am delighted by the plan of Mr. J. L. Jones, Midland regional secretary of the TGWU. May his fellow unionists keep up with him!

In this region, the TGWU are to set up a special advisory committee to deal with long and short-term prospects in the car industry—representing more than 40,000 motor-vehicle workers in Birmingham, Coventry, Oxford and Wolverhampton. The committee intends to improve communications between the shop-floor and the union, to deal with immediate employment problems, expansion projects, rates and methods of payment. Anticipation is the only real answer to redundancy!

AT Harrogate this month, a thousand thinkers thronged to the annual gingering sessions of the Institute of Personnel Management's 1960 Conference. Success was almost inevitable; clear-sightedness was surely the order of the day. You see, the National Society for Clean Air held an exhibition for two days before the personnelities arrived.

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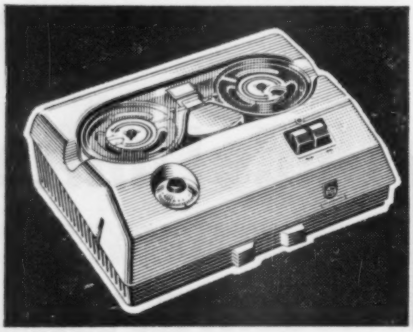

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Personnel Management IN PRACTICE

“YOU have been found guilty of unlawfully causing the death of a good sales opportunity and I sentence you to . . .”. This judgment ended the first day of the recent four-day **Dexion Group** Sales Convention in London. For seven hours, more than 100 sales representatives had watched the pictorial development of selling themes, from “ Eve's Sale to Adam ”, to the trial of a salesman who had killed a good sales opportunity. Playlets, lectures, films, demonstrations, sound effects and music were used to convey selling messages in a striking fashion, so that they are remembered after the first post-Convention glow has faded.

Actors, directors and producers were recruited from the Dexion sales force. Visual aids were used throughout the Convention, and talks were enlivened with the use of large-scale models and cartoons. Audience participation was ensured by introducing such items as “ You Sell This ”, a session in which a group of volunteers was given a minute to sell the audience such products as a Dexion Glidewheel, a sealed envelope, a cocktail shaker, a drip-dry shirt, a packet of cigarettes and an invisible bowler hat.

★

A GOOD guide to the expansion and the welfare disposition of a company is its pension scheme. If we take a look at the retirement plan for **Vauxhall Motors** and its Associated Companies, we find that these companies gave £1,612,562 to their Pension Fund during 1959. The total number on their pension payroll at the end of the year was 1,186.

Women over 25 and men over 30 automatically become members of the Pension Fund, and, for each month of the employee's service, the companies give the Trustees a sum of money to pay for his or her pension. This contribution not only pays for pensioners of the present but makes provision for future pensioners. During the last thirteen years, the sum needed to pay for pensions has increased from about £10,000 to almost £160,000 and the number of pensions, in the same period, has grown from 70 to nearly 1,200.

The records also show that the average pensioner of 1959 retired with twenty-five year's service to his credit.

★

“WE sincerely trust that the example of those enlightened employers, Unilever Ltd., will soon be followed by other major industries”. This hope of **Alan Birch,** general secretary of USDAW, expressed at his union's annual conference, referred to the first training course for shop stewards at Port Sunlight—a joint enterprise on the part of the Company and the Union of Shop, Distributive and Allied Workers. “ We as a union are delighted with this arrangement, where, without any loss of pay our members will, in the Company's time, receive instructions in the duties of a shop steward ”.

These three-day courses began in May at Unilever's training centre, each course having an equal number of Company and union speakers. Some 40 shop stewards have already attended courses on *Functions of the Shop Steward; Factory Acts, Accidents and Compensation; Productivity; Incentive Bonus Schemes; Workshop Negotiations; Joint Consultation and Job Evaluation.*

Speakers for the Company have included Mr. J. G. Parkes, chairman designate, Mr. A. Watson, personnel director and Mr. J. S. Boote, personnel manager. Star union speakers have been Mr. F. Knowles, chairman of the Workers' Side of the Soap, Candle and Edible Fat Trades JIC, Mr. E. Parker, divisional officer USDAW; and Mr. H. Pridmore, head of USDAW's legal department. Each course was introduced jointly by Mr. S. N. Veail, Port Sunlight's training manager, and by Mr. P. Rosenfeld, USDAW's education officer. This co-operative venture is sure to increase mutual understanding and is worth more than a million definitive statements about relations between the two sides of industry.

★

ANY firm on the move to new premises could take a tip from **John Haddon & Co. Ltd.,** a leading London advertising agency, who have a new headquarters in Fitzroy Street, London. For staff and for visitors, this agency prepared a pocket-sized folding card, attractively printed in three colours, with a photograph of the new building, a list of bus and train routes to Haddon House, and two maps—one showing the transport facilities, the other giving the exact location of over 30 nearby cafés, pubs and restaurants, banks, post offices and chemists. The eating places are graded according to price—from one star establishments (very reasonable) to three star and an exclamation mark (take a cheque book).

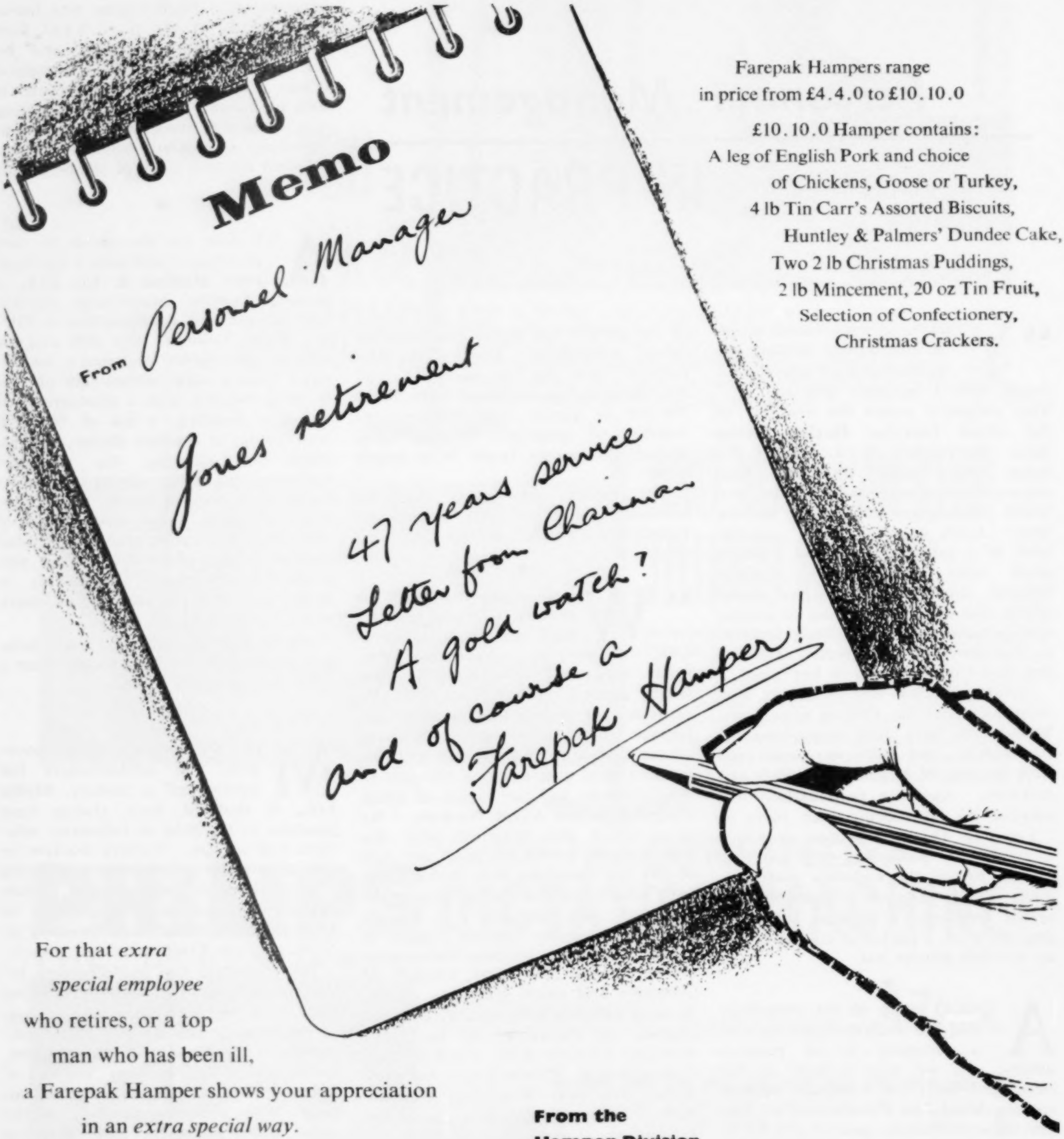
An inexpensive idea and more helpful—particularly to junior staff—than a pompous company history.

★

MAKERS of high-class chocolates and confectionery for nearly half a century, **Meltis Ltd.,** of Bedford, have always been pioneers in the field of industrial relations and welfare. Factory workers in this progressive company are enjoying a new facility since August, when Meltis introduced a 42-hour week in 4½ days, the normal week finishing at 12.30 p.m. on Fridays.

The chocolate and confectionery industry reduced its normal working week from 44 to 42 hours with no loss in the weekly rate of pay. Most employers, when faced with this problem, have taken the obvious course of reducing four working days by half an hour. With everyone finishing at the same time, transport and shopping problems are not eased. Whilst it is the intention of both employers and employees to reduce the working week, many workpeople are taking longer to travel to and from their place of work and thereby not achieving the original intention.

For many years, the transport authorities have asked employers to co-operate in solving this problem by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Letter from Chairman
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Personnel Management IN PRACTICE

staggering starting and finishing times, and Meltis have co-operated in this way. Following full consultation with their employees through the Works Committee and the Transport and General Workers' Union, a new schedule of normal working hours has been designed to meet many of today's needs.

Of course, there are many advantages in operating a 4½-day week—not the least of which is the benefit to the Company in the flexibility of a minimum labour force. It is well known that, in many parts of the country, there are more jobs than people to fill them, and Meltis hope that with a minimum labour force they can produce with overtime (which everyone will have an opportunity of doing), increased tonnage to meet their big seasonal demands without increasing their labour force for a few months of the year only. High wages will be earned during these busy periods, for it has been agreed to pay overtime at the rate of time and a half for Friday afternoon. In the slacker periods, there should be no short time or redundancy and a full week's pay will be earned in 4½ days.

THERE are times when nothing convinces more than cash. The Dowty Group of Cheltenham knows this and recognizes the fact when it encourages initiative in all its employees. A member of the Group, **Dowty Rotol,** recently awarded Mr. J. H. Lambden and Mr. G. Pearce with £150 and £50 respectively. Our picture shows the works director, Mr. A. A. Atkins, making the presentation.

The cheques were for practical ideas produced by the two men and adopted by the company with a resulting increase in efficiency and a reduction in production costs. Personnel manager, **Mr. L. E. Broome,** said at this canteen presentation that this event proved that at Dowty Rotol an interest in one's job, in all its aspects, could bring a really worthwhile reward.

Two hundred pounds changes hands in the works canteen. Dowty employees are paid liberally for their suggestions

★

THE new Apprentice Training School opened at the Stanningley (near Leeds) works of **George Cohen Sons & Co. Ltd.,** offers exceptionally wide training facilities which the Company feels are second to none in Yorkshire. This is because the range of plant and machinery handled in the reconditioning shops of the 600 Group covers power, hydraulic and process plant as well as machine tools.

Conscious of the Government's plea for improved training schemes to absorb the increased number of school-leavers entering industry during the next few years, this Company has erected a school which doubles the possible intake of apprentices, providing room for 50 boys at any one time. The school will provide for the basic training of apprentices before they move into the works for craft training as fitters, turners, welders or electricians.

Director Lewis D. Levy (600 Group) and the Pudsey Mayoress tour the new apprentice school

★

SUPERANNUATION, life assurance and sickness pay—benefits previously enjoyed only by salaried workers at **Ethicon Ltd.,** surgical suture manufacturers in Edinburgh, are now given to hourly-paid workers. **Mr. L. A. Bailey,** managing director, believes that many industrial disputes are caused in unionized factories because workers are having to fight for welfare provisions which should be universal in 1960. "I would look upon stronger unionization of this firm as a sign of failure of the management".

Ethicon employees have a subsidized canteen where a three-course meal costs 1s. 7d. They also have free overalls and laundering; a private welfare fund for employees in trouble; free outings; two free tickets for every staff dance; toilet products of an associated firm at reduced prices; a Christmas bonus of up to three weeks' pay; a suggestions scheme with cash awards; a dowry on marriage for female staff (more than 300 of the firm's 400 employees are women); cash awards of up to £300 for long service; and incentive rates of pay.

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Readers' Letters

Off your own bat

Sir,

In the August issue your Leader said that a lot of executives' decisions are made for them. I thoroughly agree with you here. I do not think most of us in the middle strata of management make many creative or important decisions. Our job is much more to interpret decisions made higher up, to be a channel of communication to our departments and to pass up other decisions with the relevant facts to be made by the top people.

I work for a firm which prides itself on being 'self conscious' about its organizational chart. Thus we have a large book full of written policies and procedures, and our job as middle managers is to see these are carried out. Similarly I know *exactly* what my own authority and responsibilities are—it is all laid down in my terms of reference. So I know when I can take a decision off my own bat and when I am not empowered to do so.

There is, for example, a termination of employment policy, which empowers me to *recommend* the dismissal of an employee (after I have discussed the case with the Personnel Manager), but the actual dismissing is done by the Works Manager. My decisions are as you say "made for me"—so why all this fuss about the difficulties involved?

R. TASKER.

Victoria Road,
Solihull.

Sir,

I sympathize with the remark in your August issue—"Throw them in at the deep end and expect them to swim: that is how some feel about the transition from school to work." You are probably right, but then there is no end to the superstitions of mankind. Some believe that eating the hearts of their enemies gives them courage; others that spitting into the wind will produce rain.

What I cannot understand is the remark which follows: "The Industrial Welfare Society shows no sign of tackling the problem by its special research project to investigate this transitional period". The research begun at least shows a commendable *interest* on the part of the Industrial Welfare Society—but isn't it very early days yet to decide that the project is ineffective?

As the Research Fellow responsible for it, I can see quite well that we might fall down on it. It is a vast and complex problem. But it won't be for want of trying. If you could hold your fire until a Report or other material is available, this would be a help. It is rather rough to be damned in advance no matter what one may propose.

LESLIE PAUL.

York Mansions,
Prince of Wales Drive,
London, S.W.11.

What's wrong with selling?

Sir,

I was intrigued by Mr. Moonman's view that the personnel manager should have the ability "to sell the department as an integral part of the whole enterprise." He is so very right. But I fear that no small number of personnel officers, advisers and managers in this country will be put off by that little word 'sell'.

Many will undoubtedly feel that this implies a jungle view of the business world, in which personnel people are forced to enter into relationships in a spirit normally associated with sales management. I am reminded of the managing director who had an over life-size portrait of Churchill behind his desk; so that whenever he felt that his 'pep' talks were not having sufficient effect, he would invoke the memory of the Old Warhorse to win over his sales executives. "You see this man. He sold this country victory—which was probably the hardest sell anyone made in this country in the dark days of 1940—or since. With a handful of words, he did it. What a salesman!"

This may appear a superficial view of leadership/management. A second example may be more convincing. A well-known company, established both here and in America, insist on tall representatives (a height advantage over shopkeepers is a great help), and the majority of this firm's managers, including their personnel managers, are recruited from their ranks. By the time they reach their forties these men, who have over 20 years' success on the road behind them, are adept at handling people and are used to winning in personal encounters.

Invariably, when they have patiently fought their way to an 'inside' job, they have a resilience, an aggressive sincerity and 'business conviction', which is fine equipment for management. With practised charm, some of them are naturals for the personnel berth. The main disadvantage I can see in this 'rep-road' to the top is that the habits of two decades are not easily changed, and these managers have a basic insecurity—they are never sure if they are really 'inside' for good—so that they are sometimes preoccupied with promotion ladders and the company's politics.

Still, you can't have everything—or can you?

GERAINT EVANS.

Station Road,
Epping.

Sir,

Mr. Upton raises the question of the more intimate work of the group relations training course. It is not an easy task to relate an experience which is dependent on how far you can present yourself in a group of 10 or 12 people. I would suggest to Mr. Upton and to those interested in the group situation that they have a look at a booklet shortly to be published by the BIM—'Group Relations Training', with statements by Dr. Charles Ferguson and Dr. A. T. M. Wilson.

Secondly, the BIM Advisory and Information Service is always available to persons interested in this subject and we would be willing to discuss with Mr. Upton how useful it might be for him to take part in such a course.

ERIC MOONMAN.

British Institute of Management,
Fetter Lane, London, E.C.4.

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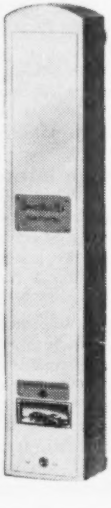
The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.



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The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

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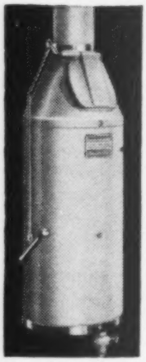

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McMurry's Management Clinic, by Robert N. McMurry. *Business Publications and Batsford, 36s. post paid.*

DOWN TO EARTH, puckish, convincing and controversial, Dr. McMurry is a tonic in himself—as delegates to his recent London clinics will testify. A psychologist with a no-illusions outlook, his solutions to management problems are invariably striking and often salutary.

Here are 89 solutions to problems involving people—with such titles as: The Autocrat at the Conference Table, Those Lovely Luncheons, A De-merit for the Rating System, Evaluating the Evaluators, Too Small for His Shoes, The Loose-Lipped Chemist and The Rackets Club.

You could call this book a set of insights into living business situations encountered during 25 years of consulting by the McMurry Company, "at odds with 'accepted' theories of business and personnel administration", but nevertheless practical and workable. Unlike the majority of management text-books, this book entertains as it instructs.

How to Build Job Enthusiasm, by E. J. Hegarty. *McGraw-Hill, 47s. 6d. post paid.*

THE WELL-KNOWN CLINIC run by Ed. Hegarty on human relations in management has been attended by thousands of supervisors and managers, who have tested these practical methods for building job enthusiasm and increasing productivity.

In a lively style, consultant Hegarty gives selling points for your package of benefits. He gives pointers on communication, training and motivation, counselling, how to be a better boss, delegation and incentives, "to spark an employee with new interest and prepare him for a higher job".

The Red Executive, by David Granick. *Macmillan, 22s. post paid.*

IN RUSSIA'S rapid industrial development, the role of the managerial group is baffling: these 'top people' in a 'worker's State' are in a paradoxical position. Dr. Granick compares the Russian executive with his counterpart in American Industry.

One is affected by pressures of competition in the market-place and by organized labour: the other is harried by scarcities of raw materials and by official directives. Background, education and training as well as daily routines are included, and a picture is given of the organization man in an industrial bureaucracy. Curiously, managers and stockholders in the United States and managers (and the Communist Party) in Russia are seen to have much in common.

Taylorism at Watertown Arsenal, by Hugh G. J. Aitken. *Harvard University Press, 47s. post paid.*

A FAMOUS, experimental system of scientific management was devised by Frederick Taylor and his associates in 1908, and adopted at the U.S. Army Ordnance Arsenal in Watertown, Massachusetts. This reform initiated a complex social change, upset conventional roles and patterns of behaviour, established new systems of authority and control, and created new sources of insecurity, anxiety and resentment.

This case history reveals stresses in an industrial society exposed to constant evolution in technology and organization.

Discipline and Discharge in the Unionized Firm, by Orme W. Phelps. *Cambridge University Press, 41s. post paid.*

TROUBLEMAKING, unreliability, dishonesty, insubordination, disloyalty, immorality, subversive activity—are common reasons for the discipline and discharge of employees. It appears that unionization in America has had a pronounced effect on this aspect of personnel relations.

Workers have always regarded protection from arbitrary or unjustified discharge as an important union function; and management has carefully guarded the right to impose discipline for the efficient attainment of the firm's objectives. But this right is only exercised within the limitations set by union contracts, and decisions must invariably be defended through the stages of the grievance procedure.

Professor Phelps examines how personnel practices relating to innumerable disciplinary problems have been modified under union contracts and under the growing body of arbitration awards.

Pilkington Brothers and the Glass Industry, by T. C. Barker. *Allen and Unwin, 42s. post paid.*

THIS BOARD'S eye-level view by an L.S.E. historian, most appropriately, is in the grand style. A family concern for the past 133 years, Pilkington Brothers is now managed by the fourth generation.

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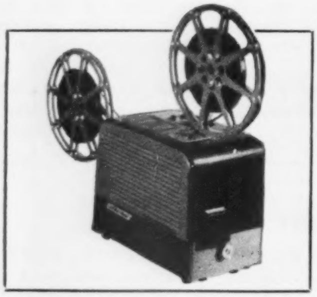

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RIGHT SIDE OF THE LAW

by COUNSEL

Diseases with Benefit

THE main emphasis of the *National Insurance (Industrial Injuries) Act* is upon injury by accident. But the Act also, to some degree, covers injury by disease. The ingredients necessary to bring an industrial accident within the scope of the Act and qualify for benefit have been outlined previously. Let us now consider the question of disease in relation to two insured workmen called, let us suppose, Brown and Jones.

Both men fell ill, Brown from non-infective dermatitis, Jones from a form of poisoning associated with African boxwood. Brown's occupation was sweeping out the factory floors and yard and clearing out the lavatories. This exposed him to a good deal of dust over a long period. Jones had been working in the carpenters' shop which had handled African boxwood while he was there, but it was not clear whether he himself had worked on the material; and he had left the shop about three weeks before he was first treated for the illness.

The primary question that arises, of course, is whether the diseases with which the men were afflicted, are covered by the Act. Generally speaking, to qualify as a 'prescribed' disease, the disease in question must constitute an occupational risk and not a risk common to all. Clearly, the common cold is ruled out. Moreover, it must be possible to attribute cases to the nature of the occupation with a reasonable degree of certainty.

At the present time, about 40 diseases have been prescribed as qualifying under these conditions and are set out in the National Insurance (Industrial Injuries) Prescribed Diseases Regulations. They include poisoning by substances, e.g. lead, manganese, cadmium and African boxwood. Apart from poisoning, the diseases listed include anthrax, various skin complaints caused by handling substances, tuberculosis and dermatitis.

These last two diseases have given rise to a number of special problems. Broadly, tuberculosis is prescribed in relation to persons working in medical or ancillary services coming into close and frequent contact with persons who are infected. The dermatitis is of the non-infective kind resulting from an occupation involving exposure to dust, liquid, vapour or other skin irritants, including radiant heat. But ionising particles or electro-magnetic radiations are excluded. Brown's dermatitis is non-infective and the question then is whether it was caused by the dust and the nature of the employment. On the face of the matter, it seems likely that the answer will be in the affirmative.

On condition

Both in the case of Brown and of Jones, who had been in contact with a prescribed poisonous substance (but had left the occupation before the disease developed), it is convenient to consider the method of approach to the question of proof laid down in the Act. If an insured person develops a disease which is set against his occupation in the Regulations, it must be assumed to be due to his occupation unless the contrary is shown—provided that he was employed in the occupation on the date when he was first treated for the disease or within a month preceding that date. This covers Jones although he had left the occupation.

It should also be mentioned that if either men had been suffering from tuberculosis, special conditions would have applied. In the case of this disease, treatment must be not less than six weeks from the date of first employment in the occupation for which it is prescribed; or not more than two years after the date of last employment in the occupation, if the presumption is to apply.

Once the disease has been held to qualify, however, what benefits are payable? Generally speaking they are the same as for industrial accidents. But benefit under the Act is not payable if the incapacity has already qualified for benefit under the *Industrial Diseases (Benefit) Acts 1951-54*. Benefit is also not payable for a disease constituting a personal injury caused by accident, if the disease is one prescribed for the person concerned because of that employment.

In respect of disease where the onset may be gradual, there is the difficult question of fixing the date for the purpose of benefit. This is done by reference to the first claim for benefit made which qualifies for an award. Once this date is determined, it must also be treated as the date of development for any subsequent claim by the person concerned in respect of the same disease.

This applies even if the insured person recovers partly or completely but then suffers a further attack from the same disease during the injury benefit period, or a period taken into account by an assessment in respect of the award. The further attack must normally be treated as a recrudescence of the disease. For injury benefit, the effective date is the day on which the person concerned first became incapable of work and, in the case of disablement benefit, the date when he first suffered the relevant loss of a faculty.

Finally, if an insured workman suffers from a condition brought about by a prescribed disease he must be treated as suffering from the disease; this is so whether his condition is itself the prescribed disease or something else.

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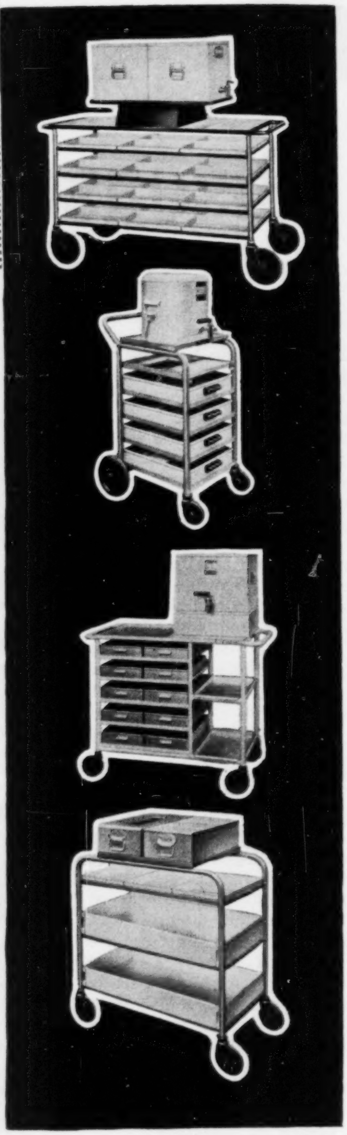

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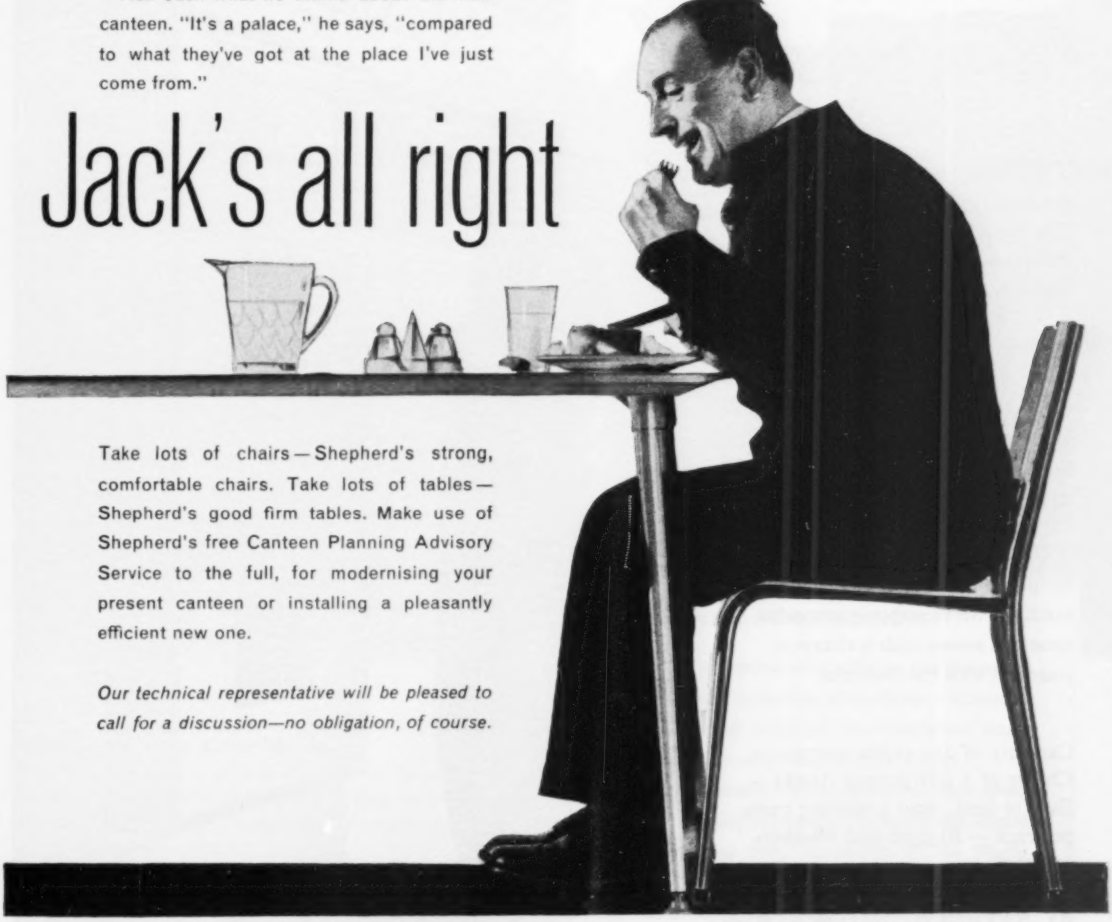

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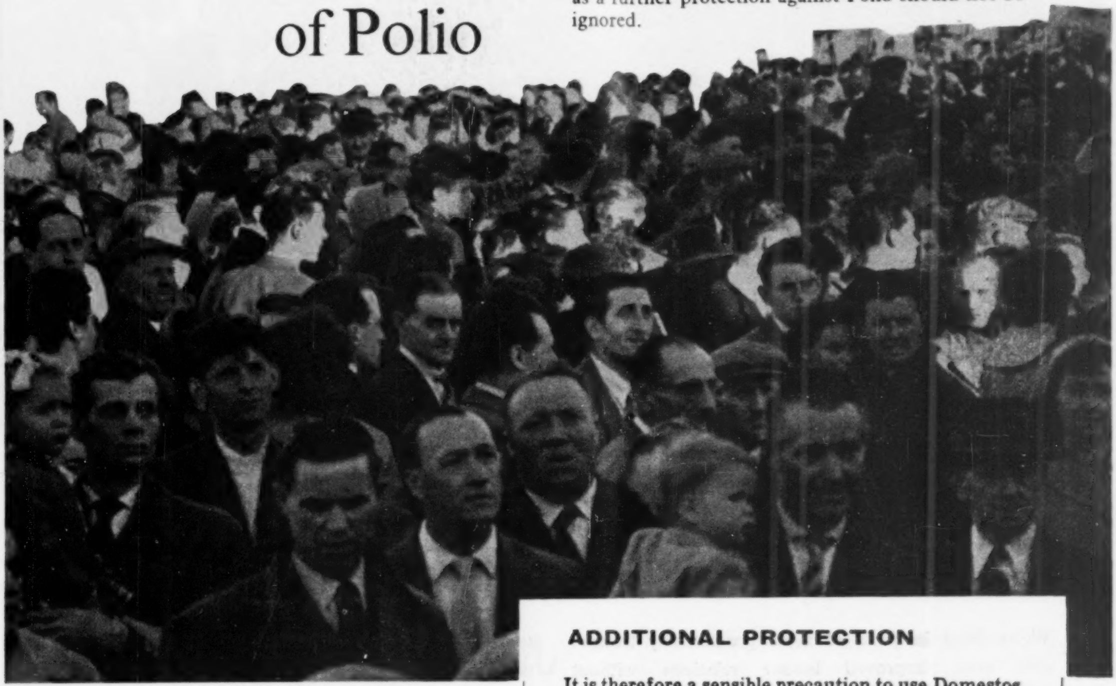
NAM 2

Help to prevent the spread of Polio

Inoculation against Poliomyelitis is now available to all up to the age of forty and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio should not be ignored.



ADDITIONAL PROTECTION

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces — wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

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* "Topical Aspects of Poliomyelitis".
"Journal of the Royal Society of Health" Dec. 1956.

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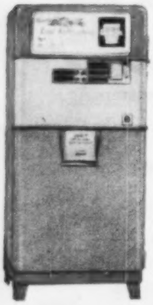

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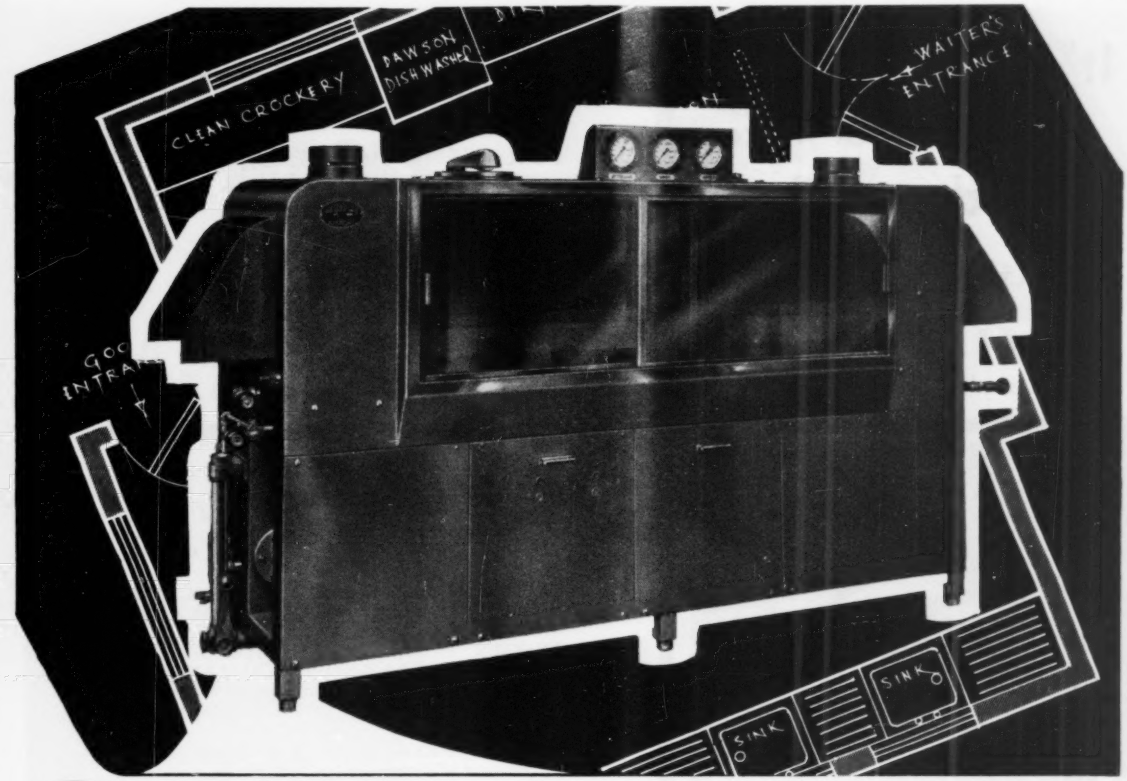
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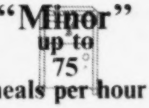

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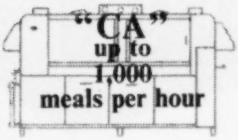

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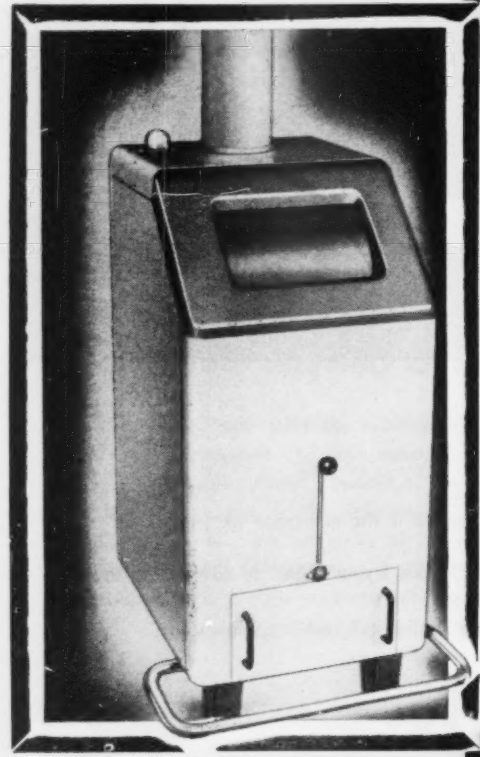

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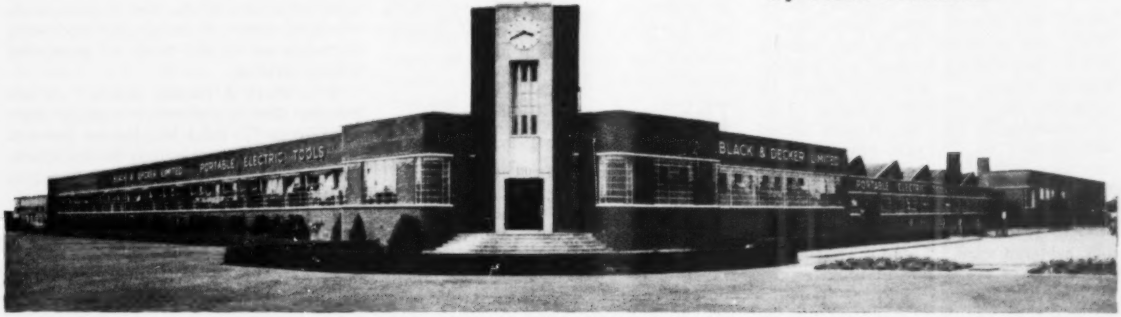
by Mark Essendon



The Digital Angle on Human Relations

NEXT time you take one of those transatlantic flights from London Airport, spare a glance to the right as you come off the far end of the East-West runway. The splendid, red-brick factory building you see is the Harmondsworth plant of Black & Decker Ltd., the world's largest manufacturers of powered tools.

Inside, there are over 1,000 people, including executives; and a brand new personnel manager named Tom Bryant who, I maintain, can outshine your airliner in performance and design—and with a considerable reduction in noise. Basically, Mr. Bryant is a systems and forms man, and you need go no further than the entrance hall to find it out. Waiting for our meeting, I was all but put on the payroll by an over-enthusiastic receptionist who must hand out 'Applications for Employment' like other girls offer you *The Tatler.*

And when you meet Mr. Bryant and have a chance to talk with him, it seems incredible that he has been in the chair for no longer than three weeks. Of course, he has been with the Company much longer, but in an accounting capacity—finishing recently a term as works accountant. That, as far as he is concerned, has proved to be as fine a training ground as any for his new role. Taking over from Charles Poole, who now sits alongside him as personnel officer, he discovered that there is a substantial affinity between the figure work to which he has grown accustomed and his personnel work.

" In the first place, there is an awful lot of documentation, plus innumerable records to be kept up-to-date ". Such is the nature of his inheritance from Mr. Poole, that Mr. Bryant finds most of his time taken up with these administrative procedures. Again, he is fortunate to have a colleague like Charles Poole, who can relieve him of matter-of-fact work like union negotiations, administering the canteen, the surgery, sports grounds and organizing management and outside conferences.

This leaves Mr. Bryant free to contend with office administration, methods, records, surveys; and will eventually release him to explore training policies and procedures, study industrial situations, etc.—the meat of the personnel manager's job.

"I want to know specific details about the people who work here". Well, you certainly could not achieve this by just signing-on men in a leather-bound ledger. "Records must be complete and completely reliable". That is undoubtedly why Mr. Bryant turned deliberately to the vast office outside his glass-plated door, just to make sure that his records were ready for him when we had finished our discussion. But to further the point, he cited just one isolated case. "One of our chaps fell on hard times and claimed to the Ministry that he had first been ill whilst at Black & Decker. Fortunately—for him, in this case—we had a record of his various absences, and were able to confirm his allegations".

To build up his 'life-stories' even further, Mr. Bryant is putting up a project which will allow him to analyse one year's leavers. "In this way, I hope to isolate any set patterns in labour-turnover". Of course, he trusts that there will be nothing startling to report, for it could mean "that we expose weaknesses in our supervision; individual biases that would otherwise go undetected". A useful precaution, and a necessity if you are a Mr. Bryant.

The priorities

And this plan ties in with his over-all view of his function as personnel manager. "Human relations, as such, is not the most important part of my job. A personnel manager has to do as much as he can to prevent problems and adverse human relations arising". Mr. Bryant only wants to deal with situations that cannot be handled by shop or works supervision or by his various specialized assistants. Indeed, the size of his job as he has accepted it (and as he proposes to extend it), will not allow him time to give personal attention to anything other than the most important issues.

Regular merit-rating sets fair wages and brings employee co-operation at Black & Decker

What do the Company Secretary (his immediate boss, at present) and the Managing Director (his future master) expect from Mr. Bryant? Quite a lot, especially in view of the fact that they appointed him to the post in preference to many others from outside who were experienced in the field of personnel administration.

It is Black & Decker policy "to turf people into departments outside their experience". And Mr. Bryant pointed to many high executives in the Company, throughout the world, who had climbed the ladder by proving themselves capable of handling assignments foreign to their previous experience. He cited the Scandinavian director who started in Harmondsworth; and the Belgian sales director who was once advertisement manager in England. Curiously, he did not include the works accountant who became personnel manager and talked so fluently about the job, although he had no specialist training!

He himself emphasized: "There really isn't such a difference between work as an accountant and this job". Wage surveys, for example, require a statistical and an analytical brain. This is part of the work that Mr. Bryant appears to look forward to with some relish. A questionnaire is sent out to approximately 30 firms in the area, large and small, who are employing labour of a character similar to the establishments at Black & Decker. The first of these was originally carried out by Mr. Poole (who is still there to guide in the future); and a second has just been completed to review wage rates for semi-skilled and unskilled workers. The precaution is taken to ask respondents to mention such items as canteen subsidies, bonus schemes, pensions, and rates for indirect as well as direct labour. ("It is surprising how even professional surveyors tend to overlook the importance of these additional factors".) The returns—not always as representative as could be wished—are tabulated for scrutiny by management: they are also distributed, where relevant, to the participating firms in the area. But, are such surveys a true guide? "It is surprising how many other companies, even those from whom we have had no reply, subsequently ask us to co-operate in a scheme of their own".

Black & Decker, a non-federated Company, find that such surveys assist them in maintaining a realistic general wages structure when results are compared with their existing rates, and price trends and increases can be granted across the line, as they were recently for hourly-paid staff.

Naturally, they are not content with a purely 'follow-my-leader' technique. It is additionally within the personnel department's scope to formulate and administer job-evaluation and individual merit-rating systems. This latter method, carried out by supervision at six-monthly intervals, has proved more than a benefit in creating greater flexibility, management control of quality and quantity, plus employee co-operation. Even though the present system (originally introduced to destroy the anomalies and difficulties of a normal incentive-bonus scheme) has proved so successful, Mr. Bryant is already in the process of forming a programme that will bring graduated merit-rating up to date.

Management too must undergo an annual performance appraisal which is submitted form-wise to top management by immediate superiors or possibly by divisional heads. "I don't know why, but I've never been progress-rated in this way". Management also have their own form of training with which the personnel department is involved. Roughly once a quarter, an educational conference is organized by Personnel for all supervision (starting at foreman level) up to top management. Selected individuals—not necessarily of the same level—give a presentation of one section of the Company's organization to the remainder of supervision. Scheduled for next session is a presentation of the Company's job-evaluation and merit-rating schemes: and it may be given by anyone—even by individuals who will not be concerned with the administration of such schemes.

In the open

Mr. Bryant regards these conferences —"No beer, and no skittles!"—as a valuable aid to management development since "it gives the chaps a chance of addressing large numbers of people from every grade; it encourages them to develop enquiring and therefore informed minds; and it mixes supervision up a bit". It is also a step-up in communication at management level: "better than having to circulate notices and fat reports to everyone".

It has also given him some ideas on development and training for lower levels in Black & Decker. Even Morgan Phillips should commend the importance Mr. Bryant attaches to encouraging greater interest in the career-prospects of office staff. Black & Decker's top management have already received a report on commercial apprenticeships, derived from a steering committee they set up to comment on Waring's *People and Productivity*. "There must be a planned training programme for grammar school-leavers which takes them through all departments in the plant and stimulates their total interest", maintains Mr. Bryant. What does he give as his reasons? "You have only to look at any local newspaper in this area to see that we have full-employment as a major problem, especially as regards administrative staff. Unless you excite these young people, they will go so far in the Company, come to a dead end, and leave." Like many other firms, Black & Decker have already suffered from the shyness of those who were about 14 years old at the end of the war. "They want the extra money, but not the responsibility. Unless we develop them, we lose them".

Black & Decker are prepared to recognize any loyalty to the Company, although management wants people to stay more because they advance than for any other reasons. Only a few months ago, working conditions were revised to give them 'a modern look'. Whereas one week's notice on either side had been the norm, the new scale now gives identical conditions to works and office staff: up to five years' service, the agreement remains at one week; from 5-10 years' service, it is one calendar month's notice; and over that, notice is of three calendar months. "Employees will give the Company *one week's notice*"!

Goodwill is also cultivated regarding lateness. Although time-recording has to be maintained for the purposes of the merit-rating scheme, all employees with two years' completed service have no pay deducted for lateness up to a cumulative total of one hour a week. The old quarter-hour penalty and its mediæval implications have been abolished. These are but two of the newly-introduced improvements; others deal with allowances for approved absence, industrial injuries, national insurance benefits and extended absence and hardship.

It is in this last category that Mr. Bryant acknowledges a personnel manager's individual intervention as becoming important. Human relationships outside the plant—with bereavements, housing problems, loans, police fines or H.P. commitments—none of these can be controlled by Company personnel procedures. In cases of hardship where the matter reaches Mr. Bryant's notice, he will gather the facts of the case, briefly enumerate the sufferer's fixed outgoings, and submit his report to the Company Secretary. If it is considered worthy of action, it will then be examined by the Management Advisory Committee (top executives), who will also decide on the extent of the Company's assistance.

Task groups

Other firms are known to make similar arrangements. But it is usual for a group decision on the matter at top management level to indicate a significant detraction from the executive authority of the personnel manager. Not so at Black & Decker, for the simple reason that they are a particularly group-conscious firm. There are other examples where the personnel manager in this Company is only one of a group who take action. The best illustration is in the case of selection interviewing.

Almost all interviews for key supervisory appointments are conducted by a panel. For someone like a catering manager, this panel would probably consist of the personnel manager, the Company Secretary and one other manager. There was a panel to interview replacements for Mr. Bryant's former accounting post: he was on that panel. But Mr. Bryant does not interview all; nor does he interview none. "Basically, I am on a panel and available for any interviewing should anyone require my assistance. But I should screen any applicant if I thought it necessary, before contacting the factory floor".

There are obviously other aspects of Mr. Bryant's work which have not been covered, but to include them would in some way be to throw a wrong emphasis on the function as he interprets it. When you talk to such a personnel manager about his work, you talk about the really big issues: training—for managers; wages—by analytical methods; people—by complete records. To ask him for views on canteens, safety, medical centres and the rest would be like asking the airline over the road to take you to New York in a Chipmunk. "We don't have them so small!"

We all get £20 a month

In Yugoslavia N. T. Freeman finds an abundance of norms and incongruities

WHEN an opportunity came along to visit Yugoslavia to study those aspects of the personnel field in which I am specially interested—training and accident prevention—I accepted with alacrity

The Federal People's Republic of Yugoslavia was established after the end of the Second World War and consists of six autonomous republics. The combined population is 18 million and there is a somewhat complicated political framework. In each republic the elected ruling body is the People's National Assembly. Executive powers are delegated to various Secretaries of State and one of them, the Secretary for Work, fills a rôle very similar to that of our Minister of Labour. Within the department of the Secretary for Work operates the Work Organization and Labour Safety Research Institute, a body which, through various sections, covers the whole range of the personnel function.

In 1950, the management of all undertakings in the socialized section of the economy (small undertakings employing five persons or less are allowed to operate as private enterprises), was handed over to the workers. Where 30 or less workers are employed, the management is vested in all the workers, who meet together as necessary for the purpose of making decisions regarding capital outlay, disposal of profits, employment relationships and similar matters as well as other day-to-day functions of management. The executive power is vested in a works director.

The larger enterprises employing upwards of 30 persons are required to elect (by secret ballot) a Workers' Council, the members of which serve for one year. From amongst its members, the Workers' Council elects a Management Committee, which cannot make policy decisions, and is responsible to the Workers' Council. In practice, most factories of any size have a Workers' Council of about 30 members which meets monthly or bi-monthly and a Management Committee of about eight which meets weekly. The works director, or chief executive, is a co-opted, non-elected, member of both bodies and receives his instructions as to the conduct of the enterprise from them.

This concept of management of industry by the workers has been further developed by recent legislation, the *Employment Relationships Act*. This Act defines the rôle and status of the workers who are, in accordance with its terms, now called 'producers'. Wages and salaries become unmentionables, for the term 'personal incomes' is substituted. The idea is developed that workers by themselves managing the enterprises in which they are employed, control by their own personal efforts the amount of their incomes and the improvement of their standards of living.

Before proceeding to a consideration of this structure, certain other important factors must first be stated. For several years after 1947, the Central Government's investment in industry exceeded one-quarter of the national income. This cannot be done without severely restricting expenditure on other urgent needs. Also, in the post-war years there has been a change-over from rural to urban population at the rate of seven per cent every five years. We are therefore subjecting to critical examination some aspects of an industrial structure, relying for its manpower very largely on untrained peasants, totally lacking any kind of inherited industrial background and completely unused to operating machinery or, indeed, to working inside a building at all.

The major impression one carries away is of striking incongruities. Bad lighting in the factory and an Olympic-class swimming pool in the grounds. Wet and broken concrete floors, and a medical department equipped on a scale seldom seen in Britain. Punched-card systems for stores control and unplanned stores. A magnificent gymnasium and only one kind of eye-protection (something like the flimsy A.R.P. eye-shields of the early days of the war) in a factory having a great number of eye-injury-producing hazards. Grounds laid out with lawns and flower beds, but no ventilation inside the factory filled with fumes from engine test-beds. Perhaps these things are produced by a system of distribution of profits which can easily allow budget priorities to go awry.

The *Employment Relationships Act* has many clauses concerning 'personal incomes'. These are best summarized by quoting the words of Moma Markovic, Secretary of Labour in the Federal Executive Council.

"In return for his work in the undertaking, which he himself manages, and by virtue of the distribution of its earnings, over which he exerts a direct influence, the worker is entitled to a 'personal income'. By its very origin, this income is essentially different from remuneration based on an employer-employee relationship. No one fixes workers' incomes 'from above'".

What actually happens? In many conversations with personnel managers or their equivalent, when the wages system was under discussion, they discussed such things as work norms, job evaluation schemes, bonuses, profit-sharing. The organization chart on the wall of the director of personnel in a shoe factory showed five heads of departments. Beneath the name of one appeared a list of sections for which he was responsible—they were job evaluation, wages structure, bonus systems, work norms, new starters' rates, division of profits. It was of these things that we talked.

Braking system

I am inferring that the system of arriving at wage rates in Yugoslavia is little different from what operates in this country. At least, everything I saw and heard led me to that conclusion, although the things I read told me otherwise. For example, the *Employment Relationships Act* had made it possible (I read) to establish a highly differentiated scale of personal incomes, taking account of the nature and conditions of work in each undertaking. Many questions I asked about average monthly earnings were frankly and freely answered. In every case, although the questions were put in relation to a variety of industries, the answers were almost exactly the same—the equivalent of £20 a month.

The trades unions are required to perform an important rôle in determining personal incomes. They must take into account the general economic needs of the community as a whole, before approving the remuneration scales proposed by a specific undertaking, or group of undertakings. So we arrive at the situation where (on paper) the workers, through the Workers' Councils, decide on pay rates and submit them to the appropriate trades union for ratification. Then another group of workers (the trades union's representatives) can reject them. An Aunt Sally is set up, and the people who have set it up promptly knock it down. Perhaps this is why there are really no highly differentiated personal incomes — anything outside the average £20 a month is either never suggested or it is rejected.

There is nothing dishonest in the Yugoslavs' belief that the system really works. I incline to the theory that it is highly probable that the Workers' Councils do arrange wage rates; but that they arrange them on the basis of receiving previously prepared scales from those senior members of the staff who have the necessary knowledge and skill to prepare them, and then simply approving them. Their function is probably that of the rubber stamp, in this and many other matters of real importance.

This theory is based on observation of many factors. Article 38 of the *Employment Relationships Act* lays down that the decision to engage a worker shall be taken by the Workers' Council, which may set up a special committee for this purpose. The power to terminate employment is also vested in this committee. Yet in at least two personnel departments, it was clearly stated that one section dealt with 'recruitment of staff and payroll and their allocation to jobs'. At another works, the personnel manager gave as one of his duties 'the selection, placement and follow-up of new starters'.

Then there is the aspect of dominant personalities submitting to guidance from a council made up of people of inferior status, knowledge and intellect. A good executive needs training and experience, plus certain qualities of personality. Obviously, in a country developing industrially at Yugoslavia's speed, there must be an acute shortage of suitable people with a superfluity of the first and second qualities, but many of the top management people had the third requirement in abundance.

It was difficult to visualize how some of these men, of immense personal dynamism, could submit to day-to-day guidance by Workers' Councils and Management Committees, the members of which would appear, for many fairly obvious reasons, to lack the background knowledge to exercise such control. It was also extremely difficult to imagine a few of the tycoons from whom emanated a subtle aura of autocracy, operating happily in a completely egalitarian framework. Still, the authorities say that they can and do, and it may be presumptuous to oppose this view after only two weeks' personal observation.

(To be concluded)

by John Samson

Geared up for the shorter week

At Coventry, Rootes try out full-scale vending in time for the 40-hour week

IF you want to get ahead in the motor industry, you have to be prepared to experiment—even if your findings lead you to abandon an original programme. It is only through your own researches that you can acquire the factual information that has any meaning for your own business. It is for this reason that I was not particularly surprised to discover that the catering adviser to the Rootes Group—Mr. George Wall—was not prepared to be dissuaded from experimenting with automatic catering (100 per cent automatic), simply on the basis of other people's figures. Not that he had many to go on. Mr. Wall has found that most companies are not enthusiastic to divulge real trading figures or other similar statistics.

What might have undermined the determination of a lesser personality than Mr. Wall were such figures as those from abroad, in countries where automatic catering is reckoned to be well established. For example, he could have shied after receiving reports (and seeing for himself during occasional visits), that only one per cent of industrial 'inplant' feeding in the United States is operated through machines. He might even have had second thoughts after a visit from a dozen colleagues in the Industrial Catering Association. Among them, Mr. Gazelee from London Transport; Mr. Pope from Standard Telephone & Cables; Mr. Simon from Sainsbury's, were interested though, I suspect, unconvinced by the Rootes set-up.

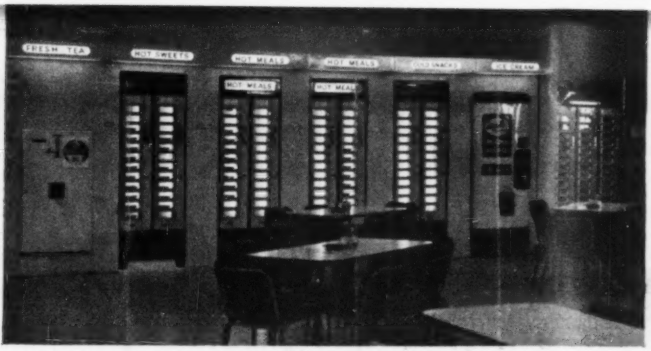
Running in

The two girls (replacing an original 10) and a bank of machines at the Canterbury Street works of Humber Ltd., in Coventry, where about 500 people turn out suspension and other small parts: these are the material with which Mr. Wall is working on his experiment which, even if it fails, will have been in keeping with the Company's reputation for adventurous spirit. Its introduction co-incided with two other events: the taking-over of the factory from Singer, now part of Rootes; and the introduction of the 42½-hour week. Having decided that automatic vending should be installed (as opposed to conventional service), Mr. Wall now regards this experiment as a pilot scheme, the results of which may make the 'ultimate' change-over to the 40-hour week less of a problem.

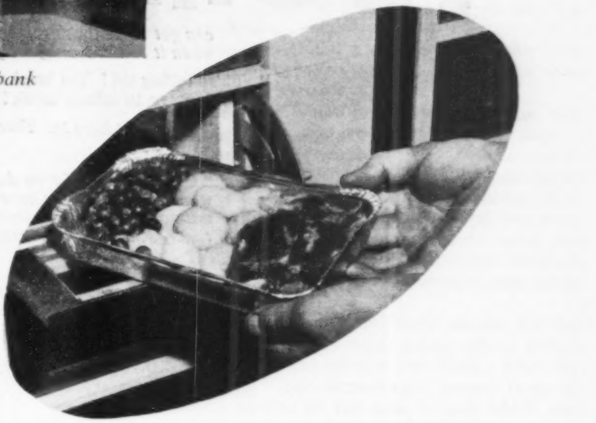
What are the management and operating problems involved in installing automatic machines in a canteen and on the shop floor? First of all, there is the siting on the floor. At Rootes, it was at first thought by management that the ideal place was in various corners of the works: this was accomplished. The result? "Human beings being what they are", observes Mr. Wall, "they naturally congregated in one central spot". So now, the various banks are in such positions; making sure, as Mr. Wall has insisted, that "if machines are duplicated, this should be 100 per cent duplication". Otherwise, one site is completely neglected, simply because it does not provide the entire service.

As for the automatic canteen, the siting is obviously less significant; provided that the canteen itself is fairly central. "I have always felt that hot-meal vending is purely a catering question", explained Mr. Wall as he showed me one of the foil containers of boiled bacon and parsley sauce, cabbage and creamed potatoes. "If the standard of catering is bang on, you can go to town". That means paying a great deal of attention to presentation, which alone can sell a meal—"In the case of salads, we have already won".

With hot sealed dishes, it becomes a different and more complicated matter. Since the meal itself cannot be seen by the customer, Mr. Wall is contemplating some form of visual aid—a colour transparency, maybe. But you have to



For 500 round-the-clock workers at Humber Ltd., this bank of machines supplies . . .



. . . complete meals of a quality maintained by their own canteen staff, and efficient enough for men used to a fast-moving line

be particularly careful in points of detail, he emphasized. "The men are utter realists—they must have what is advertised in exactly the same manner as it appears". For example, it seems that sales will suffer if, having illustrated a fish course (complete with lemon slices or parsley sprigs), you then omit the trimmings in the actual container.

Sales at Canterbury Street have not been as high as Mr. Wall would have liked. But he does not accept this as evidence of deliberate resistance. There may be something in the fact that portions *look* smaller in their foil containers. On the other hand, there is the indisputable fact that throughout the Rootes factories in Coventry (there are three), canteen usage is only between 10 and 14 per cent. It rises no higher than 33 per cent throughout the Group.

A further cause for treating this venture as a comparative success is that, although the factory has only recently been operated under the Rootes insignia, the labour force are by no means newcomers to the Group. These 500 people (300 on days and 200 on nights) have been transferred from the main Ryton Works (where the meals are still prepared), and have therefore been accustomed to an individual catering service. Even the inevitable reduction in the possible variety of meals (from six to about two choices) appears to have sparked off no displeasure among the workpeople.

The two young ladies who are responsible for filling, clearing and cleaning the hot-food machines also service the banks on the shop floor. These individually comprise two cold-snack, one soft-drink, one milk and one tea-essence machine. Here also Mr. Wall is visibly excited by the results—especially as they affect the tea machine. Sales could have been a problem because—following a general Midlands trend—employees have preferred to 'mash' their own tea.

Clear road

At Mr. Wall's special request, a single machine was installed: it dispensed more tea (£8 a week, net) than was sold through canteen services to the remainder of the 15,000 employees in the factories. "When we had occasionally to take a vender out of service, we even got complaints about that". This is obviously the kind of reaction that warms Mr. Wall's heart and convinces him that the experiment is proving worthwhile. It shows him that there may be some hope after all of getting the men on his side when discussions are initiated—as they ultimately must be—to implement the 40-hour week. This must mean the final abolition of the customary 10-minute set break, morning and afternoon. By informal chats with shop-stewards, who can see for themselves the benefits and popularity of automatic 'tea boys', Mr. Wall hopes to avoid the difficulties encountered in other well-known companies in Coventry.

This apart, Mr. Wall does not regard trade-union resistance as his biggest problem. That position is occupied by the management who, in their wisdom, remain unconvinced that automatic, 24-hour vending can be a time-saver rather than a waster. Cost-wise, it appears that Mr. Wall has proved his point. "Cigarettes, confectionery, tea and milk: these machines can pay their way: they can even produce enough turnover to offset some losses on other machines". And there have been no instances of vandalism or 'minting'.

At a guess, I should say that Mr. Wall is not surprised that the men are willing to pay up for this service. As he remarked, "These boys are not short of money: working to capacity, they can earn anything up to £30 a week". Walking down the production-line, you appreciate what he means as you watch the semi-skilled Midlander puffing his Havana (complete with band), as he screws on the fascia-panel of a Rootes 'one-every-two-minutes' Minx Special.

"YOU...

can get landed with some pretty slippery problems when it comes to staff welfare versus production time"

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"What"

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Discussion Leader

Round Men in Square Firms

THE way executives make decisions, the difficulties they encounter, the limitations imposed by circumstances, are all questions which deeply interest industrial managers and supervisors—judging from my postbag. A line manager from a light-engineering company has raised a particularly interesting issue (see page 11).

This letter raises the whole question of the effect that organization can have on decision-making. I suspect that this firm is in a stable production situation, hence the production process and the part played in it by individual managers can be mapped out in advance. A recent research study into the nature of management structures made in a firm producing rayon filament yarn confirms what our correspondent says. This firm was using processes which though once advanced, were now well assimilated into routine production. The raw material was transformed into the finished product by mechanical action. The job of the 'human element' at each stage was to keep the sequence running smoothly and correctly. This was largely a matter of judgment, but judgment closely confined within tolerances and constants which were laid down in a book known as the 'Factory Bible'. Each manager at every level knew which decision he was allowed to take and which he must pass up the line. The resulting structure was mechanical and authoritarian, with the strings of control tightly centralized at the top. There was little consultation, since every man knew his job—and its limitations.

Thus the structure of management and the types of decisions they made were determined *by the production process.* In firms which are changing their technology, developing new methods or new markets, expanding or contracting their labour force, such autocratic control of decision-making is neither possible nor desirable. *In fact, the beginning of managerial wisdom is to recognize that there is no one best system of organization; it depends on circumstances.* A firm in a state of transition must encourage people at all levels on the organization chart to take real and important decisions. Top management should follow the example of the Army commander who said: "I issue only general policies, no orders. I got them down to 30. Then I said to myself, 'If the Good Lord can run the whole universe on ten commandments, we don't need 30'—so we got them down to eight".

All this means that the middle and junior manager has to do more thinking. He is more involved as a person, less of a 'nine-to-fiver'. He must cultivate the ability to foresee problems and solve them before they arise. In such a situation, managers are part of a team of people who are trying to solve problems. As one chief executive of a firm which was developing new products said: "We (top managers) try to help our executives to solve their own problems".

In this firm, orders were not sent down from the top, and the division of the production side into small departments, each with a specific responsibility for one aspect or stage of the production process, had been abandoned. Instead, 'development groups' composed of technicians, departmental supervisors, charge-hands and operatives were set up. Working together, these teams had to solve the production problem. Thus consultation took place sideways between people—a vertical flow of information and ideas virtually ceased.

A study was made among different firms chosen for the varying degrees of development work taking place within them, to determine the proportion of time spent by management in talking. The percentages ranged from 42 per cent in a stable firm to 82 per cent in one which was rapidly developing new techniques and products. This confirms the point I have already made that firms in this situation of change are forced to adopt a more 'organic' form of management structure, as opposed to a static, formal one. Such a structure allows for the maximum number of facts about a situation to circulate and taps the knowledge and skills of a wider range of people.

Revising the Organization Chart

When a situation is uncertain and changing rapidly, this is obviously the most effective way of going on. Such a system might have helped one particular firm in a highly competitive and rapidly changing industry to avoid making a wrong decision about the manufacture of a new product. The managers heard that one of their competitors was producing a new model, but as it was under a patent, they decided not to compete in this field. Two years later, another rival brought out a similar machine, getting round the difficulty of the patent. The first firm then reversed its decision and rushed to make their own model. But being two years behind, they ran into endless difficulties and were unable to fulfil promised delivery dates.

Studies made by social scientists within these rapidly changing industries have shown that both top managers and their subordinates do not necessarily favour this organic form of organization. Many instances were found of firms clinging to a hierarchical structure when it was no longer appropriate to their circumstances. Is this *your* experience? If you work in an unstable industrial situation, what kind of management organization do you have? Who takes the decisions at your place?

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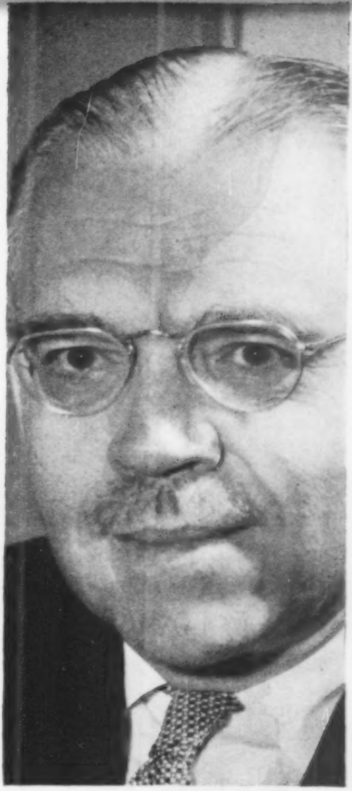
Increasing the Lead

with Dr. McMurry



QUESTION: I agree with your general premise that you cannot make a leader out of a man who has never shown any leadership in the past. I am therefore somewhat surprised that you advocate any form of leadership training. What type of training? How does it differ from what is ordinarily used with such indifferent results?

ANSWER: Just as we advocate sales training even though we don't think it can make a hotshot out of a dud, so we advocate leadership training without expecting it to perform miracles. We feel that it can sharpen pre-existing talents by offering new insights and improved techniques.

Being a true leader is a complex psychological phenomenon. It requires in the first place a certain inner strength—a decisiveness, an adherence to a set of basic principles, a willingness to take risks, a willingness to be different. But it also depends—and to a far greater extent than most company presidents realize—upon a sensitivity to the needs and wants of the group to be led.

Too many business executives who have the essential 'it' of leadership—the necessary inner personal qualities—do not pay sufficient attention to their subordinates' needs for understanding and support. On the other hand, some executives who lack this essential 'it' have mastered the surface tricks for satisfying their subordinates to the extent that it is only in time of real crisis that their underlying weakness becomes apparent to all.

What we are trying to do is to spot the people who have 'it' and then to train them to use their basic leadership capabilities more fully and more efficiently.

We explain to such men that, when you get right down to it, most people want strong decisive leadership. They want someone with inner strength to guide them—but they want him to do so in such a way that they can preserve their own self-respect. To be truly effective a leader must be highly supportive as well as decisive.

In psychological terms, here are the seven areas where followers universally expect support from a leader; where, therefore, the effective business leader must demonstrate that he provides what is wanted.

(1) Material support—job security both now and continuing into the future

(2) Ego support (status, recognition, prestige—feeling of importance)

(3) Love support (evidence of personal concern for each one as an individual)

(4) Group support (membership in an established in-group)

(5) Leader support (strength and ruthlessness, encouraging submissiveness without loss of face)

(6) Conformity support (adequate regimentation to relieve the men of undefined, and hence anxiety-producing responsibility)

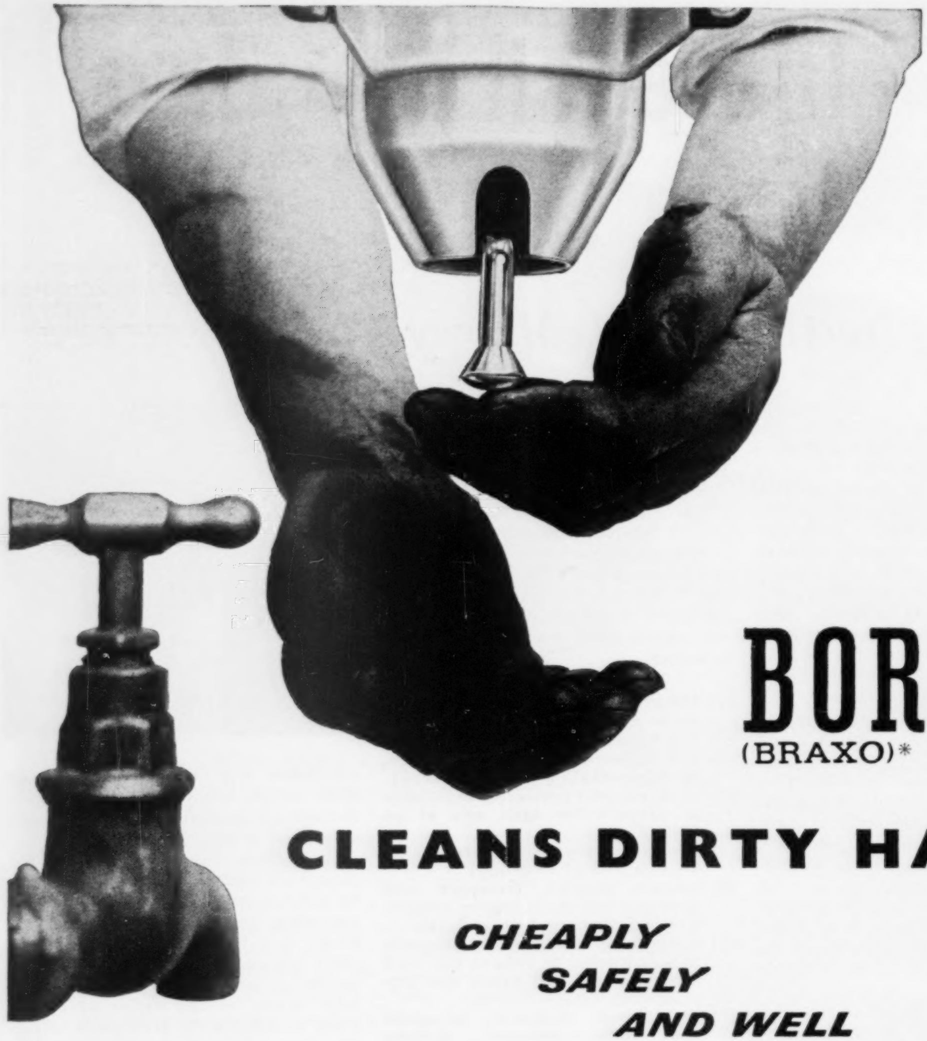
(7) Directional support (progress with little personal striving through being carried along by the group and the leader).

When competent executives understand these basic needs of their subordinates they then see why, as leaders, they must do certain things: why they must always seem powerful; why they must build up their own prestige and status; why they must offer reasonable job security and personal security to their employees; why they must define each person's authority and responsibility so exactly; why they must demand obedience; why they must unfailingly give approval and recognition to those who do well; why they must always have time to help the little fellow with a problem; why they must occasionally show enough human love of a bargain to negotiate small favours for and from individual employees.

With these things understood, the superficial techniques of leadership have more meaning. Instead of relying upon one set surface approach which they have learned by rote (the usual approach to leadership training), executives can apply one or more of a wide variety of approaches which are likely to achieve the basic goals. Thus they are in a far better position to do what comes most naturally to them and even to use several different approaches simultaneously.

This, then, is what our leadership training course covers. We have found it is a real eye-opener to many competent executives. It has increased their effectiveness tremendously, turning tight-rein autocrats and loose-rein delegators alike into benevolent autocrats—strong leaders who consider their subordinates' supportive needs—because they have seen the why of it all so clearly.

This extract is one of the 89 solutions to management problems suggested by Dr. R. N. McMurry and his colleagues in 'McMurry's Management Clinic' (see page 13).



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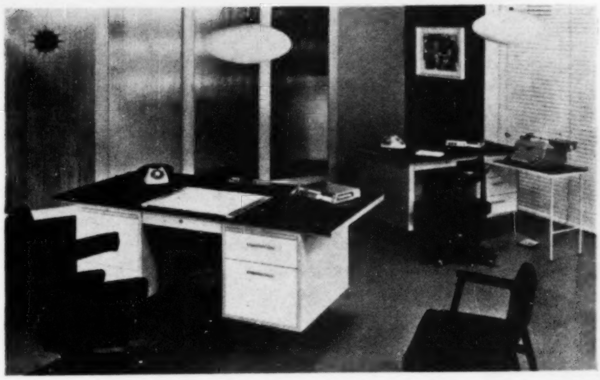
Offices that make the grade—BEE, 1960



A wide colour choice and posture seating recommend Roneo 'Flushline' furniture

THE personnel office as annexe to the security gatehouse is of archæological interest nowadays. As the number of professional managers grows, personnel administrators acquire new status. Their skills are recognized and appreciated: their vital rôle becomes more widely established.

More employers are compelled to realize that these key men need the best facilities to ease their efforts. An office centrally situated and accessible to those who are frequent visitors; anthropometric seating; records systems that yield maximum information; invaluable communication equipment; and all bought with purpose.

Three out of every five personnel executives—we discovered in a *P M & M Readership Survey*—actually specify office equipment and soft furnishing for the entire firm. This selection should help them to keep their quarters up to date and to maintain desirable standards for their employees.

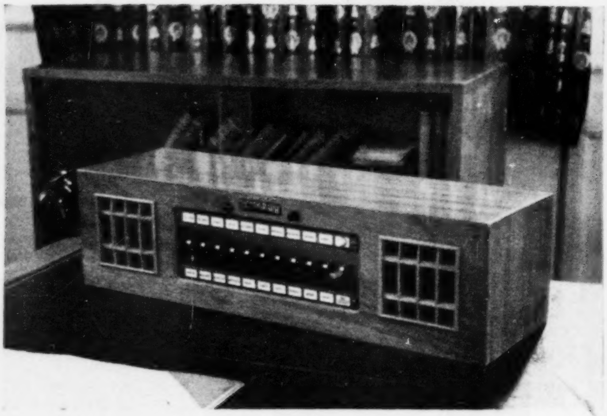
Speedy and simple, the Aristocrat Kardex visible record system (Remington Rand) was seen for the first time at Olympia

Business Efficiency Exhibition

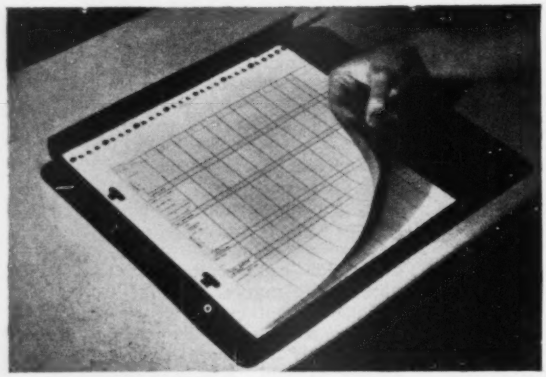
continued on page 40

Business Efficiency Exhibition

Continued from page 39



For quick consultation, this Dictograph loudspeaking-system offers 'conference facilities' for desk-bound executives

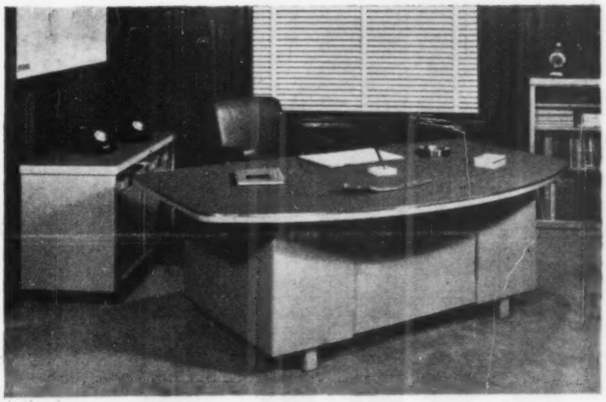


The new Kalamazoo vertical wages method is said to save 20 per cent of time spent in totalling, requires less desk space, ensures more accuracy

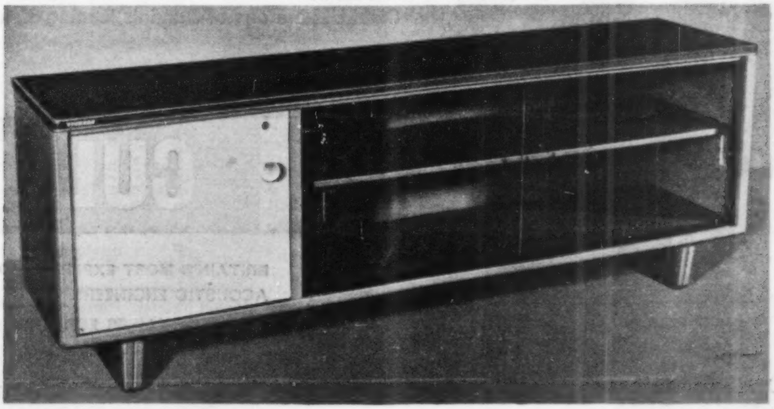
Personal or centralized, the Agavox dictating machine can utilize dial or push-button telephones

Swivel-seat office chair, the Tan-Sad 3/1 can be a typing chair, a general office chair with detachable arms, or a permanent bolted fixed seat for computer work

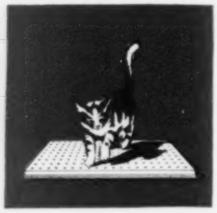
For informal meetings, this Harvey conference desk is available with matching units—from telephone stands to shelving and wastepaper tubs



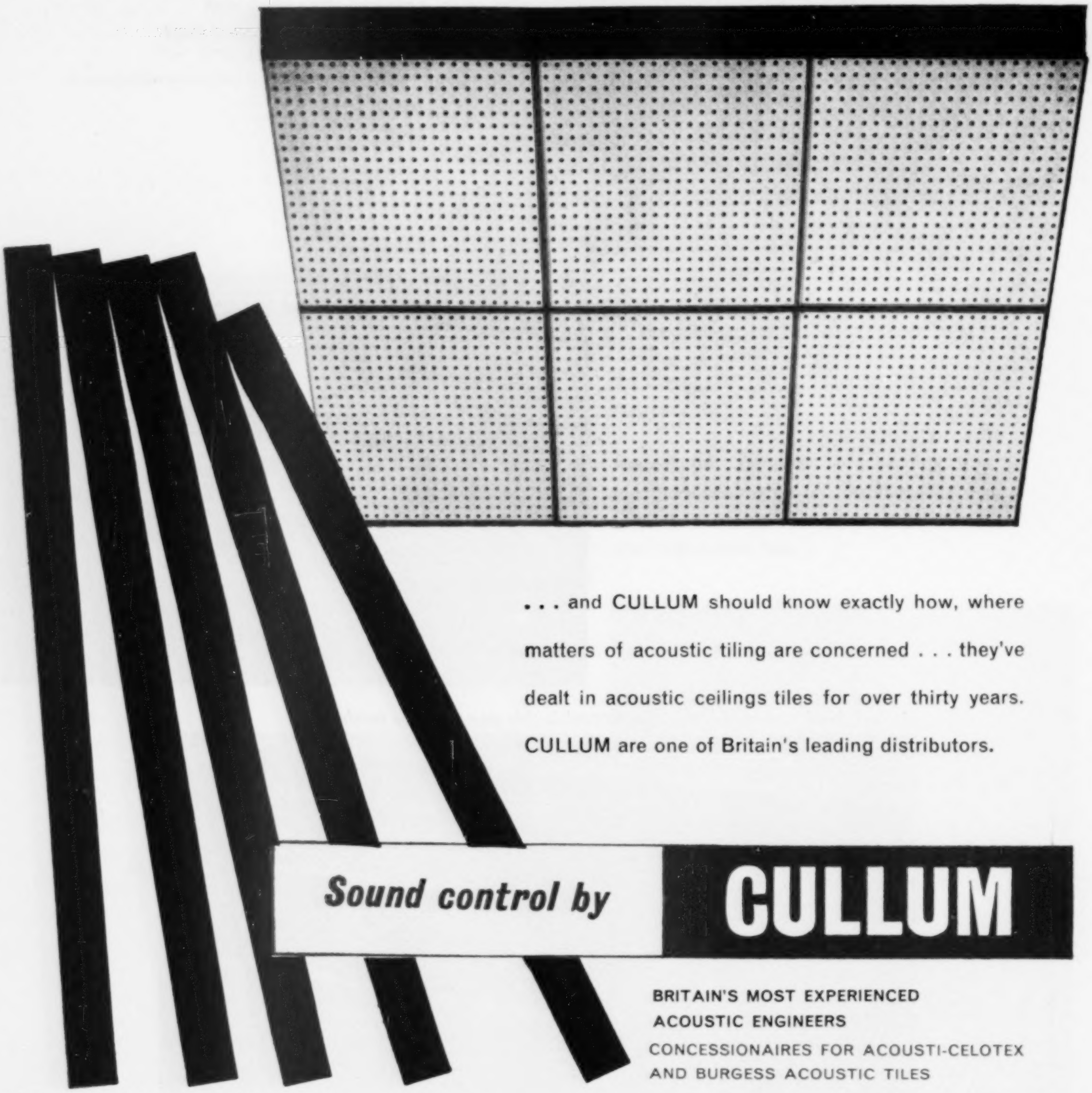
A steel book-case with executive appeal is this new Vickers model



ACOUSTIC TILING KNOW-HOW



TILES SUPPLIED & INSTALLED BY CULLUM



. . . and CULLUM should know exactly how, where matters of acoustic tiling are concerned . . . they've dealt in acoustic ceilings tiles for over thirty years. CULLUM are one of Britain's leading distributors.

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- ★ **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more ‘bucket and sponge’ work. The new versatile ‘Fluibrush’ included as standard equipment with price unchanged.

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A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY ● CLEANING ● HEALTH ● VENDING

For more details, USE OUR READER SERVICE FORM (facing p. 52)

Office Aids

SPEEDY COMMUNICATION

THE executive's loudspeaking telephone is a new instrument that has been introduced to provide for high quality speech, coupled with facilities such as ‘priority’, ‘enquiry’, ‘secretarial’, etc., as required by the individual executive.

The instrument is self-contained, and a hand-set, as an alternative to loud speech, is concealed in the unit. Press-button release opens a flap, making the hand-set available, and at the same time it switches from load speech to hand-set operation.

A new, transistorized printed circuit is employed which, the makers claim, overcomes the disadvantages of earlier loudspeakers. No separate power point or auxiliary amplifier is required.

Useful features of this unit include a special facility for making certain that calls from sub-stations are dealt with as soon as possible. If, for example, the master-station is engaged when a sub-station calls, the caller's name is illuminated on a designation strip: but the buzzer does not operate.

Systems incorporating this executive telephone can be supplied to cater for 10 or 15-line capacity, including one or two master-stations.

Enquiry Ref. No. O10/1

POCKET-SIZE RECORDER

COMPACTNESS without loss of performance has been achieved in the latest addition to the range of business dictating machines. The *Fi-Cord 101* measures only 6⅜ x 3¼ x 1⅝ in., and weighs only 27 ounces: this means that it can be carried around quite comfortably in your jacket pocket, brief-case or in its own shoulder bag.

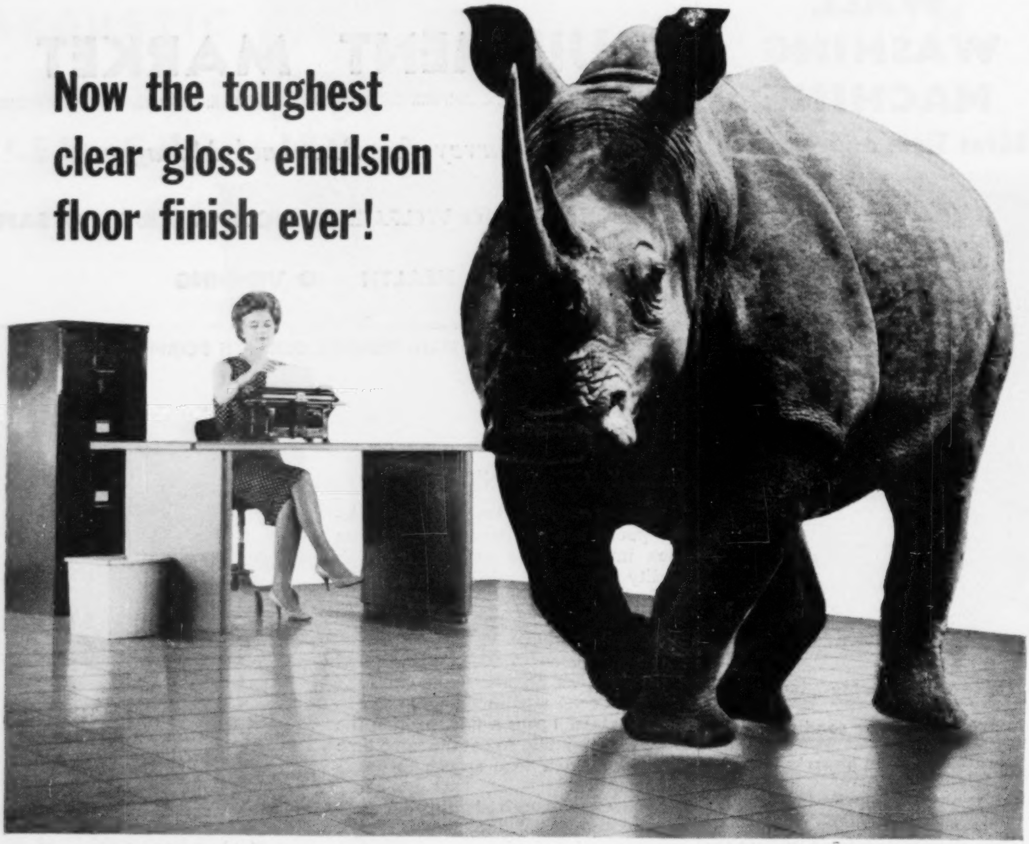
To operate the recorder, you have only to press one of the three buttons for recording, fast forward and back wind, or playback: there is no volume control to worry about since the machine will adjust itself: you can whisper or shout into it, but the recording will be of a standard volume.

The microphone is built-in, although it is possible to fix a lapel accessory which records normal conversation, conferences, interviews, etc. The total recording time is 30 minutes—a quarter of an hour on each side of the reversible spool. An accurate counter makes it possible to select any particular section of the recording.

Playback is purposely quiet so that you can listen in privacy, and without annoying other people. However, should the user require to have the recording transcribed, there are a number of accessories that make this

(Continued on page 45)

Now the toughest clear gloss emulsion floor finish ever!



JOHNSON'S STEP-AHEAD

WITH EXCLUSIVE POLYMER 235✳

What laboratory-bred polymers did for man-made fibres they now do for Johnson's Step-Ahead.

LIQUID ARMOUR FOR ALL FLOORS

Step-Ahead goes on quickly and smoothly, dries in 15-30 minutes to a lovely clear gloss that's safe to walk on. No buffing! It shrugs off stains . . . is immensely tough, resilient and durable . . . resists flaking, cracking, scuffing, abrasion. Step-Ahead stands really hard wear. Wiped with a damp cloth or mop, it comes up sparkling clean. Buff it and marks disappear. Nowhere will you find a floor finish so mindful of your needs. Ask the J-Man all about it.

(Photograph of Rhinoceros by SATOUR)

✳ Polymer 235 is a plastic material specially developed to make Step-Ahead extremely tough and hard-wearing . . . gives a transparent dry-bright gloss finish that does not stain even the lightest floor.

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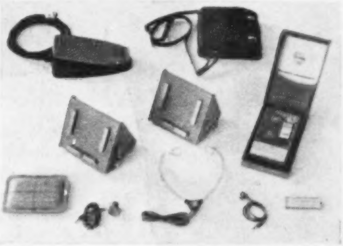
EQUIPMENT MARKET

For further details complete enquiry coupon facing page 52

possible. A transcribing unit consists of a small stand on which the recorder is placed (no plugging-in, since studs make automatic contact). A foot-pedal then controls the stop/start mechanism and volume control is built into the lightweight stethophone.

Another deskstand incorporates a loudspeaker, so that the recording can be played back to a meeting at a perfectly audible level. Two-way 'phone conversations can be recorded by placing a simple plug on the side of the telephone. Additional accessories include the two standard mercury or dry batteries that should give up to 20 hours' operating time; a leather carrying-case, large enough to take the dictating machine; two spare batteries; lapel microphone; 'phone recording unit; three spare tapes; and dictating slips that identify individual tapes.



Enquiry Ref. No. O10/2

DRAWING-OFFICE CHEST

A NEW version of the *Economy* plan chest incorporates several improvements on previous models. Among these, we notice that drawers have been fitted with wider handles to ensure a more positive 'pull' when opening; and hoods at the rear to prevent plans from curling after a considerable storage period.

Further refinements include the reinforced top which now gives a practical, working surface. Stronger construction throughout adds to the appeal of this new model, as does the light-oak finish of the two, interlocking sections. There is also a three-drawer section which is placed on its own individual stand.

Prices for the six-drawer version are: Double Elephant at £25 10s.; Imperial at £21 10s.; and Antiquarian at £33.

Enquiry Ref. No. O10/3

Catering

CONSULTANCY SERVICE

THE purpose of a new industrial catering service, *ICS*, is to help the medium-sized and smaller firm to cope with catering problems. Operating for the moment in London and the Home Counties only, *ICS* will supervise the purchasing of food, meal serving, canteen planning, etc.

Under the direction of a holder of one of this year's Hotelolympia gold medals, *ICS* will also plan cocktail parties for special occasions, and with its flexible organization will provide staff, service or consultancy for every occasion, large or small.

A further feature of this comprehensive service is the administration of time and motion-study researches to make the most economical use of existing or planned catering facilities.

Enquiry Ref. No. C10/1

Safety

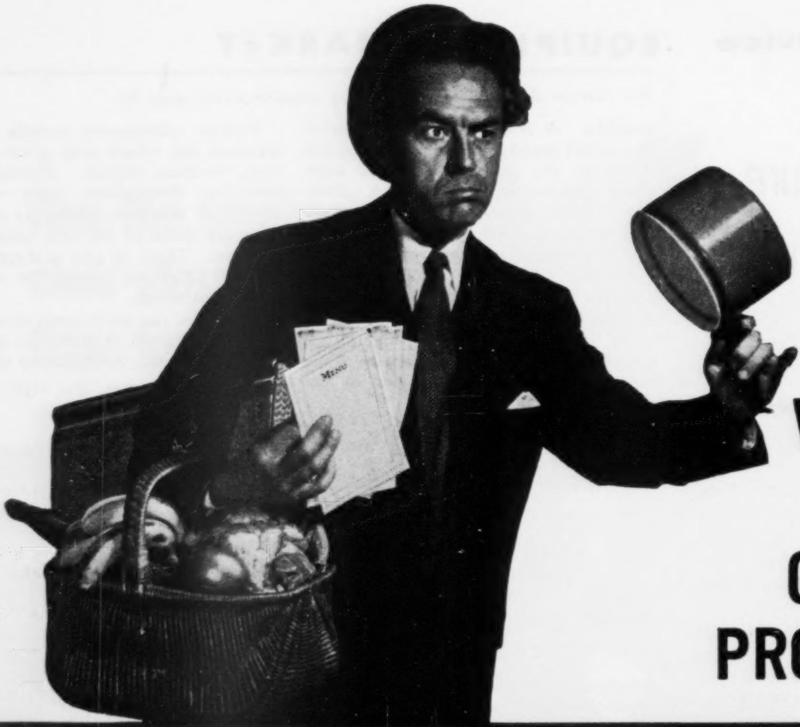
KEEP OUT THE COLD

A NEW protective refrigeration suit has been introduced to combine comfort and protection with lightness in weight. It is a one-piece garment with a full-length zip and elasticated sleeves and ankles (or with adjustable straps).

The outer suit is a two-piece garment weighing only four ounces. It consists of trousers and a hooded jacket, fitted with a draw-pull; it is made from treated Polyethelene and is said to be well ventilated.

Complete insulation is provided by the new *Tropal* thermal insulant, used in the lining. The insulation properties

(Continued on page 47)



WHAT'S YOUR CATERING PROBLEM?

Trying to keep food control without being run off your feet? Fully trained, highly qualified assistance from Peter Merchant—the leading industrial caterers in this country—would leave you free to get things done the way you like them done.

You would be relieved of all worry connected with accounting, stock control and forward estimates, and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale

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Company staff—from executives down

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Our new brochure, full of information from industrial catering, should interest you. Write for a copy to:

PETER MERCHANT LTD

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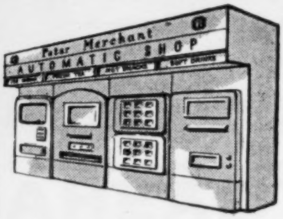
The Complete Catering Service



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EQUIPMENT MARKET CONTINUED

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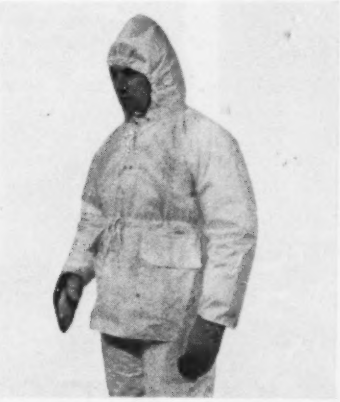

are said to make this suit 100 per cent effective in temperatures well below the 40 degrees centigrade that normally obtains in a cold-store. The suit is also air-blast-proof, so that the body temperature is maintained under all conditions.

Adjustable tapes make for ease in securing the jacket, and there is a handy-to-get-at, large-size, flap pocket on the side, secured with press-studs and capacious enough to accommodate books, etc.

To complete this uniform (available in any size to order), there are the fur-lined, calf-length boots with rubber, non-slip soles.

Enquiry Ref. No. S10/1

Air-conditioning

COST REDUCTION

INCREASED output from operatives; reduction in absenteeeism rates through sickness: these are just two of the indirect advantages regularly claimed for air-conditioning installations.

There are, of course, other factors relating to specific requirements of individual manufacturing and processing operations. It is the application in one particular factory building, approximately 50,000 sq. ft. in area, of an air-conditioning plant to meet such refined needs that draws our attention to this installation.

Air is drawn through a double-spray, bank washer, where it is automatically adjusted to the dewpoint setting by heating or cooling to the sprays. After leaving this washer, air passes via main heater batteries which compensate for changing external conditions. Thence,

it is delivered by two airfoil, centrifugal fans into the main trunking: branch ducts lead the air into individual factory bays.

Main and branch trunk duct-heater batteries are all contained within a special service duct, placed centrally across the factory area. Conditioned air is delivered at high level by *Air-*

(Continued on page 49)

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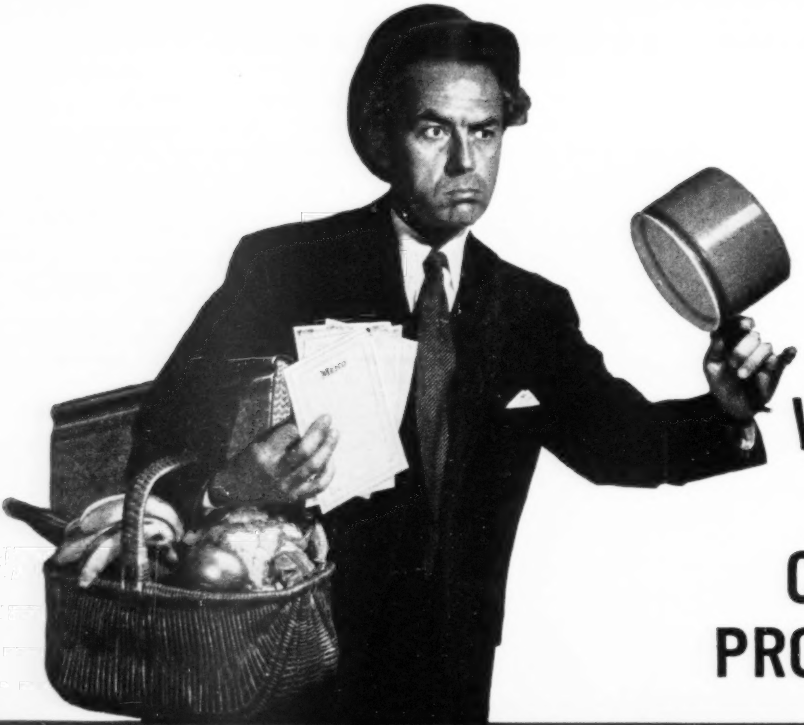

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You would be relieved of all worry connected with accounting, stock control and forward estimates, and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale
Top-ranking dietitians and biochemists in PM's research laboratory
Work-study and other teams related to all branches of catering
Training schools for initial and refresher courses
Canteen staff—from executives down

PM PLANNING SERVICE FOR ARCHITECTS
Peter Merchant are always delighted to co-operate in planning and estimating for canteen layouts, equipment and furniture—preferably at the earliest possible stage.

Our new brochure, full of informative facts about catering, should interest you. Write for a copy to

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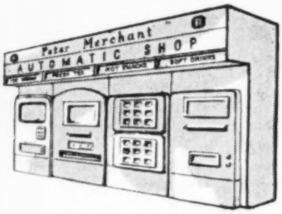

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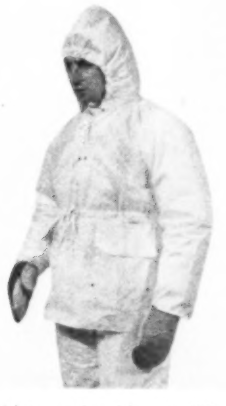

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(Continued on page 49)

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Eve NYLON OVERALLS

'The overall you can't buy anywhere'

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Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

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Send today for free prospectus, mentioning exam, or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST. ALBANS

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his safety depends on YOU

You are legally and morally responsible for providing safeguards for the men who do dangerous work in your factory. Your own best interests, too, make it essential that you should protect them . . . especially their eyes.

Eyes exposed to danger need safety visors, goggles, and machine guards made of 'Celastoid.'

'Celastoid' is very tough—does not shatter, crack, or splinter.

It is brilliantly clear, too, and gives your worker the perfect vision needed to do a job well.

'Celastoid' is basic equipment for the morale and efficiency of your workers, an essential part of your safety planning.

Members of the Industrial Safety (Personal Equipment) Manufacturers Association

protects your man
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TRADE MARK
ACETATE SHEET

'Celastoid' is supplied by us to goggle and visor manufacturers.

Can our Technical Advisory Service help you regarding the uses of 'Celastoid' for safety problems?

Full information from

Plastics Division
British Celanese Limited

Celanese House, Hanover Square, London W.I.
Telephone: MAYfair 8000

For further details complete enquiry coupon facing page 52

master diffusers, and velocities were kept down to low levels to provide silent, draught-free distribution.

The entire air-conditioning plant is automatic, controlled from wet and dry bulb thermostats only : these operate via electronic panels. The nature of this design ensures that all operating is reduced to its simplest form so as to provide trouble-free running. It is claimed in addition that this design of plant gave costs 35 per cent lower than those of a comparable, conventional, dewpoint control plant.

Enquiry Ref. No. A10/1

Efficiency

LIGHT ECONOMY

MANY personnel officers to our knowledge bear the brunt of considerable criticism of the bad habits of employees. Not the least of such troubles is the practice of leaving lights switched on when they are not actually required.

To take the headaches out of such matters, we draw readers' attention to the *Saia* staircase switch. The pressing of any one of the operating push-buttons on a stairway, energizes the solenoid which, in turn, closes the contact of the lighting circuit. Spring tension is simultaneously applied to a timing mechanism which then commences to run for a pre-set time—finally opening the lighting contacts.

The period for which the timing mechanism will remain effective can be of any duration from 1-4 minutes. Since the solenoid switch is self-interrupting, and only momentary energizing occurs when buttons are pressed, the push-button can be used to gain an additional full timing-period, even if the lighting is on.

For rapid make-and-break, the contacts in this mechanism are silver. The *Saia's* electrical rating is 6 amp., at 200/250 v. A.C.

Enquiry Ref. No. E10/1

PORTABLE ACCURACY

DESIGNED to fill the gap between rough estimation without measuring gauges and precise measurement by means of elaborate and expensive instruments, this pocket magnifier is small enough ($2\frac{1}{8}$ x $1\frac{7}{16}$ x $\frac{9}{16}$ in.) to fit into the average breast pocket.

The micrometer, which is on glass, is mounted in the base of a low-powered, folding magnifier—the whole frame being made of aluminium, cut away to give maximum visibility. When the micrometer scale is used, it is placed in close contact with the object to be measured, so that the scale shows up well against a variety of colours without losing the fine graduations which are claimed to give an accuracy of plus or minus 0.002 in.

A newly-evolved process in the production of scales has allowed the makers to produce an ideal surface image, firmly bonded to the glass and, they say, resistant to heat, chemical attack and abrasion to the same extent as the glass itself.

The process has also enabled them to produce the graticule at an economical price so that replacement after damage is not extortionate. The cost of the complete magnifier and graticule, including postage and packing, is £4.

Enquiry Ref. No. E10/2

Vending

MECHANICAL HYGIENE

APART from its obvious advantage of providing a necessary service to female employees, this new *Kotex* towel-vending machine scores on another vital point. Its rounded corners and uncomplicated lines make

(Continued on page 51)

ABIX STEEL
CLOTHES LOCKERS

All-steel construction Single Units or banks of two, three, or four. Stove-enamelled green. Lock and Die-cast handles.

Supplied in single, double, three-tier or four-tier.
Size of Single Unit
72" High
12" Wide
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Steel Equipment for Office & Factory
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MOP BOY
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Powerful wringing action by means of foot pedal
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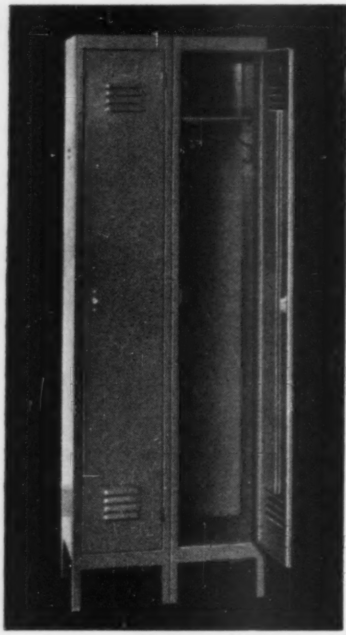
Mops last much longer, no twisting, no tearing
Hands do not touch cleaning fluid
No stooping, squeezing, less fatigue
Long rollers take any size mop

POWELL & CO. Dept. P.M.M
BURRY PORT, CARMS., SOUTH WALES
Burry Port 284/6



SPACE

problem solved!

The problem of where to put those hats and coats can be solved in a neat and tidy way if you install VALOR Steel Clothes Lockers. Robust and smart, VALOR Steel Lockers are designed to last for years. Valor make them that way!

★ *First class quality throughout—yet cost only a fraction more than low grade lockers!* ★ *Standard size 72″ x 12″ x 12″.* ★ *Available in single, double or triple units. Each locker fitted with hat shelf and two clothes hooks.* ★ *Six lever locks.*

Valor STEEL CLOTHES LOCKERS

Small spaces too! No end of uses for these Valor Small Steel Cupboards. Measure 36″ x 18″ x 12″.

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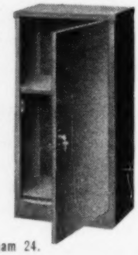

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EQUIPMENT MARKET CONTINUED

For further details complete enquiry coupon facing page 52

Kotex
FEMININE TOWEL
3

sure that it will continue to promote hygiene wherever it is installed, since it is obviously so easy to clean.

A glance at the picture will show how simple it is to operate, but what is not so readily apparent is the ease with which the vending unit can be removed: there are just four screws which release the entire mechanism.

Its capacity is 24 individual cartons, each containing one towel. Presuming that you wish to charge for this service, the coin mechanism is adaptable to sell packets at either 3d. or 4d. each. The need for replenishing stock can be rapidly assessed by viewing the level of packets through the Perspex display panel.

Inclusive of installation, which should take between 10 and 14 days from the receipt of an order, the machine costs £9 10s.

Enquiry Ref. No. V10/1

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

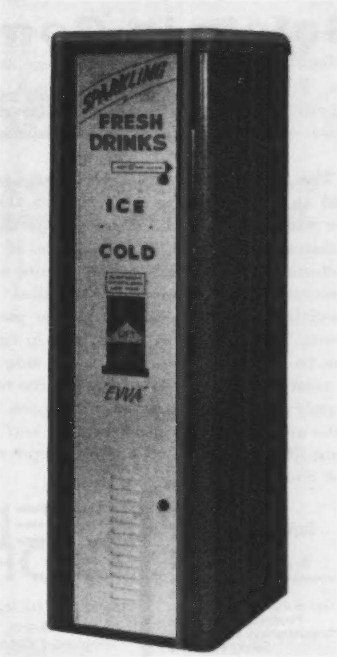
SELF-COSTING

FOR use at the sports pavilion or in the factory and offices, a new machine for vending cold, carbonated drinks is now being distributed by one of the large automatic vending operators. Known as the *Evva*, it needs a floor area of only 17 x 20 in., plus a height clearance of 5 ft.

Approximately 2 gallons of the selected drink can be held in its nylon tank which is removable to ease replenishing and cleaning operations. The cabinet is made of sheet steel (a necessity if the machine is to be sited out of doors), and fittings are either of plastic or chromium plating.

For costing purposes and for checking the reliability of the machine itself, there is an automatic counting device to give an immediate reading of the number of cups (the capacity is 300 seven-ounce cups), that have been dispensed.

Finished in two-tone, gloss enamel, the *Evva* machine is sold at £295.



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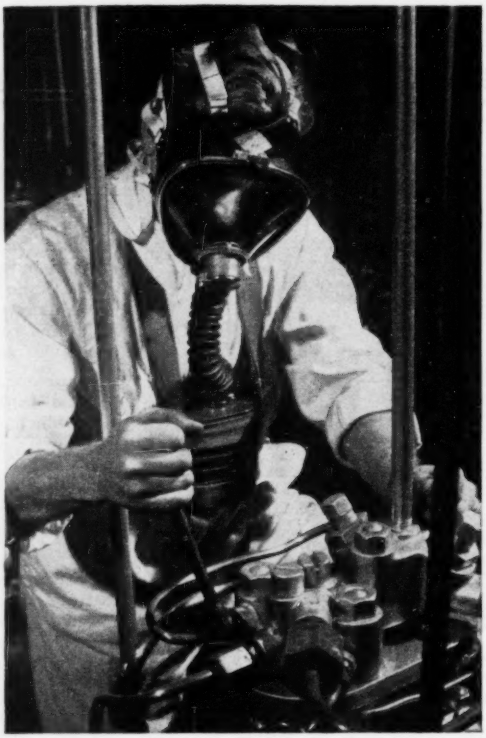
The 'Puretha' Mark IV Gas Respirator (Tested and Approved by the Ministry of Labour and National Service)



Safety in Comfort

A Gas Mask can be both cumbersome and uncomfortable—but not the 'Puretha' Mark IV. As a result of thorough research and experiment, Siebe, Gorman & Co. have produced a gas respirator which can be worn for long periods in complete comfort.

The 'Puretha' Mark IV Gas Respirator gives both wide vision and an absolutely gas-tight fit with the minimum of adjustment; the window is of clear vision plastic and is so shaped that vision remains undistorted at any angle of view, the inspired air is deflected over the inside of the window to keep it clear of condensed moisture. The canisters of chemical absorbent we supply are specially coloured according to the gases against which they are proof. The Canister in use is held in an adjustable neck-sling and can be carried on the chest, at the side or on the back—whichever is most convenient. As an alternative to the full facepiece, we can supply mouthpiece, noseclip and goggles. The facepiece and breathing tube are in white or black rubber, and can be supplied either in a light fibre case or in a strong waterproof haversack. *Write to us for full details.*

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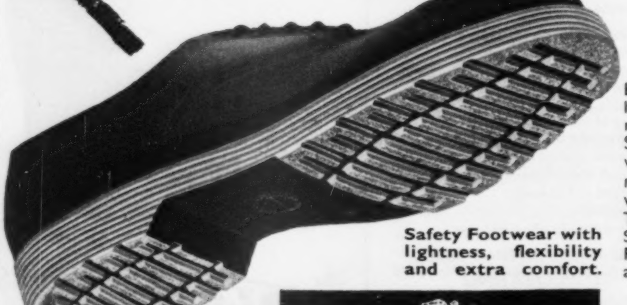

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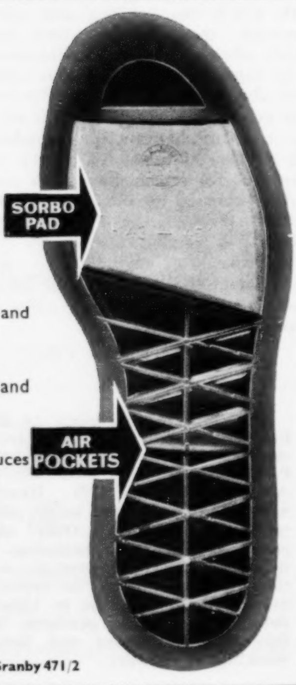

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MANAGEMENT DIARY FOR NOVEMBER

BRITISH ASSOCIATION FOR COMMERCIAL & INDUSTRIAL EDUCATION

25-27 **Eastbourne.** Trends in apprenticeship training: joint course with IWS to inform on the best practices in the UK and on the Continent. Papers include: place of the craftsman in the 1970's; training for skill; training the apprentice supervisor; the case for commercial apprenticeships; and new routes to the National Certificate.

BRITISH INSTITUTE OF MANAGEMENT

2 **Liverpool.** Management ratios and inter-firm comparison seminar

3 **Cardiff.** Management performance-appraisal seminar

3-4 **London.** Art of selling: two-day course by Mr. H. M. Goldmann, well-known sales-training consultant

9 **London.** How to sell in EFTA countries—No. 1, Sweden

10-11 **London.** Purchasing: survey of the qualifications and responsibilities of purchasing officers and means of improving efficiency in methods

16 **Leeds.** Management ratio and inter-firm comparison seminar.

BURTON MANOR (Wirral, Cheshire)

14-25 Nature of management: development course for junior managers

28-Dec. 9 Supervisory management: to help established foremen and supervisors develop leadership and management skills and techniques

28-Dec. 9 Supervision in the docks and shipping industries: second of four courses planned and carried out with the advice of the National Association of Port Employers, 3 St. James's Square, London, S.W.1, to whom application for places should be made.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

14-18 Budgetary control and cost accounting, and internal audit: for middle and senior management. Limited to 30 members

21-25 Foremanship: over half this course is devoted to human relations topics: analysis of labour problems, modifying attitudes, fundamentals of human behaviour, full employment, group dynamics, selection, merit-rating and counselling

28-Dec. 3 Office organization and methods: for office supervisors and all personnel needing an introduction to O & M. Topics include modern equipment, some uses of automation, and human relations.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences in London

8 'New Thinking' luncheon
8-9 Group leading
14-15 Works managers
16 Preparing for retirement
16-18 Producing a house journal
17-18 Management of women staff
21 Manual lifting and handling
22-23 Personal secretaries
23-24 Possibilities of vending machines in employee catering
22-25 Basics of personnel administration.

Meetings Outside London

9 **Birmingham.** Driver salesmen
17 **Manchester.** Industrial health
23 **Cardiff.** Training
29 **Glasgow.** Training
30 **Manchester.** Government pension proposals.

Residential courses

4-7 **Eastbourne.** Catering managers
14-17 **Brighton.** An IWS workshop session
18-21 **Bournemouth.** Foremen and shop stewards.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Residential courses in England
First series

4-6 **Leamington Spa.** Practice of supervisory management: exchange of experience and ideas on being responsible for other people's work

4-6 **Scarborough.** Human relations: special consideration given to the problems in human relationships which every foreman must be able to solve

11-13 **Bournemouth.** The foreman and cost reduction: leads to an understanding of how shop expenditures are classified and controlled

Second series

4-6 **Buxton.** Incentives, merit-rating and job-evaluation: detailed examination of various methods of rewarding and evaluating work-people

18-20 **Leamington Spa.** Practice of communication: syndicate exercise to give supervisors a thorough opportunity of thinking about the basic skills called for in getting new ideas launched in a manufacturing company

18-20 **Buxton.** Profits, prices and productivity.

25-27 **Droitwich.** Organizing for production: role of the foreman in managing men, materials and resources on the shop-floor

Residential courses in Scotland
First series

18-20 **Troon.** Foreman and cost reduction: how costs are classified and controlled

Second series

4-6 **Bridge of Allan.** Organizing for production: role of the foreman in managing men, materials and resources on the shop-floor.

INSTITUTE OF PERSONNEL MANAGEMENT

1 One-day discussion meeting in London

16 Conference on scientific manpower and industrial development

21-25 London residential conference on functions of a personnel department. Designed mainly for recently appointed personnel officers and senior managers in small companies.

LOUGHBOROUGH COLLEGE OF TECHNOLOGY (Department of Industrial Engineering)

7-18 Work measurement — advanced techniques: use of statistical method, significance testing, machine interference, and the use of work measurement as a basis for financial incentives directed to maintenance and clerical work and other indirect activities

21-Dec. 2 Method study—advanced techniques: the application to plant and office layouts, design and staff control. Formal and informal consultation and communications, etc.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

7-18 Intelligence testing: theory, the use of test results and their interpretation. This course also provides instruction in the giving and marking of four tests: two for use with applicants for shop-floor or routine clerical jobs; and two suitable for candidates considered for more senior office work or junior management positions

21-24 Tests for selecting engineering apprentices: primarily intended to ensure a succession of trained testers in firms where the NIIP's apprentice test battery has already been installed. Others may attend, provided they have already completed the course on intelligence testing (see above).

POLYTECHNIC—DEPARTMENT OF MANAGEMENT STUDIES

28-Dec. 9 The personnel officer and human relations: account of some findings by psychologists which throw light on the factors that lead to satisfaction and satisfactoriness of the employee.

ROFFEY PARK INSTITUTE (Horsham, Sussex)

21-25 Human relations: introduction to the principles underlying human relations in industry and commerce, and the application of these principles to the practical problems of management

28-Dec. 2 Communication in industry and commerce: guidance on theory and techniques of communication, based on intensive practical work by the delegates themselves. Intended for experienced managers, mainly qualified for some profession or technology, who need these skills for the conduct of their executive work.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

6-25 General management: comprehensive course reviewing a range of problems, including sales and marketing, personnel, production, work study, operational research, etc.

27-Dec. 2 Export management: review of the factors affecting export policy and marketing procedures and designed to complement the College's course on 'Sales Management'.

URCHFONT MANOR (Devizes, Wilts)

7-12 Human factor in the office: for supervisors and accountants. Topics include personnel policies in times of reorganization, the place of trade unions in offices, the working group and the changing status of the office worker. Case-studies are planned to illustrate the points brought out in lectures

21-26 Background to modern industrial practice: for qualified professional or technical personnel who need to see their own work in the light of some of the major influences affecting today's economy

28-Dec. 3 Human factor in production: for supervisors and foremen who need instruction in the working group, function of trade unions, finance and production, economics and their relationship with the personnel department.

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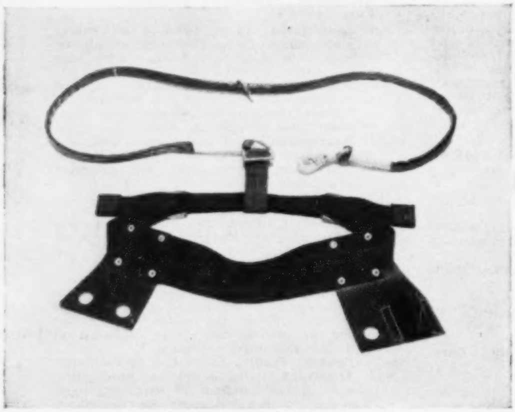

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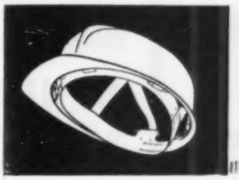

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* *Kerodex and Kerocleanse together maintain healthy hands.*

* *Healthy hands are dexterous and productive tools.*

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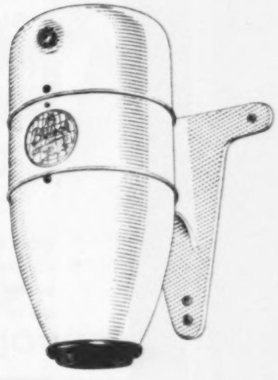

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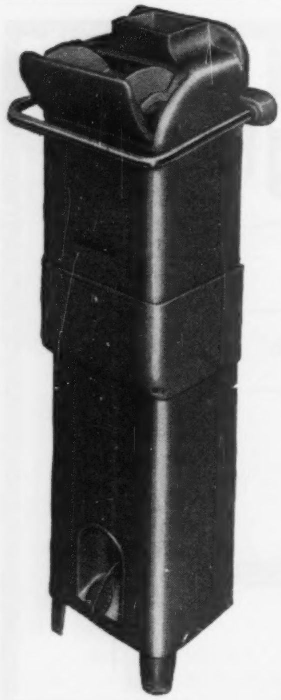

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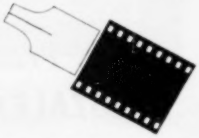

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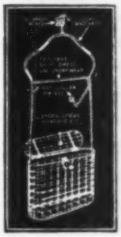

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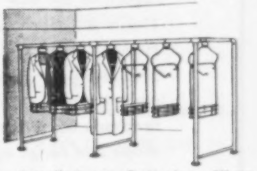

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